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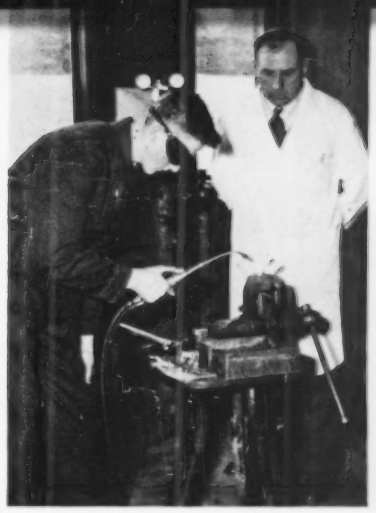
Safety starts at the top

Automatic catering unleashed



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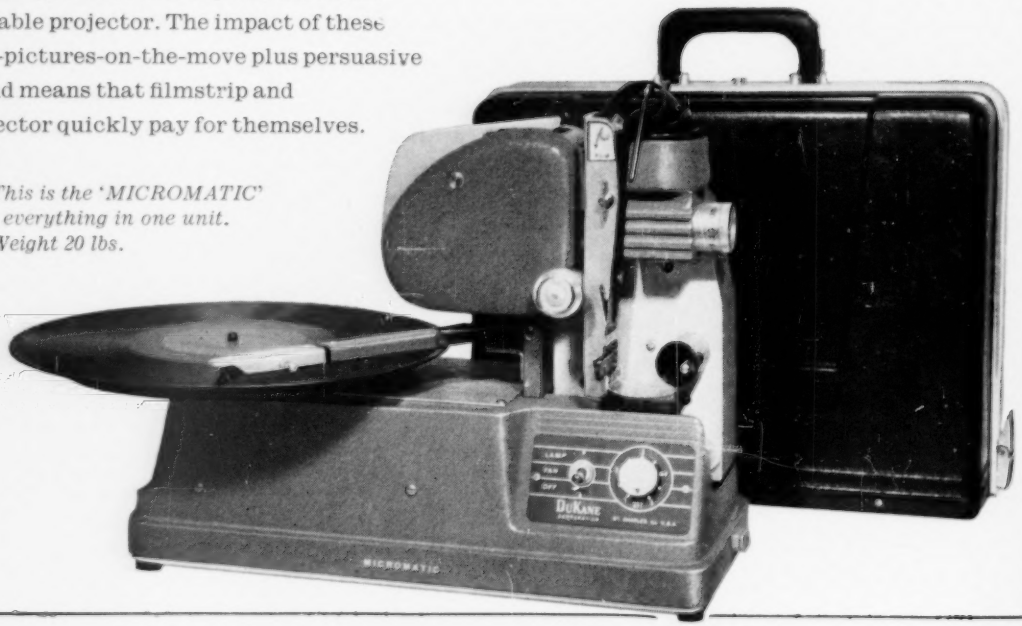
Making the most of subordinates

NOW . . . A SUPER SALESMAN in a briefcase

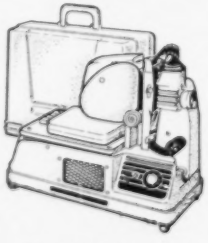
You can double the effectiveness of your best salesman, and make every learner salesman an expert. All you need is a well produced sound filmstrip and a Dukane portable projector. The impact of these still-pictures-on-the-move plus persuasive sound means that filmstrip and projector quickly pay for themselves.

* *This is the 'MICROMATIC' - everything in one unit. Weight 20 lbs.*



CHOOSE YOUR MODEL FROM THE RANGE OF SEVEN

For desk-top presentation of your sales story in broad daylight, or for full auditorium projection to hundreds of viewers, there is a Dukane portable sound filmstrip projector for every need. Here are three examples from the full range of seven.

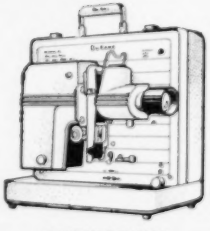


LAUX-DUKANE

Shows 35 mm. filmstrip with fully automatic frame change. Fitted with special cassette for magnetic tape recordings in both directions.

FLIP-TOP

Projects 35 mm. single frame filmstrip on to its own 9"x7" self-contained screen. 45 r.p.m. record supplies the sound.



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Powerful 1,000 watt machine for large audiences. Shows 35 mm. strip and 2" x 2" slides. Can be coupled to auditorium sound unit for commentary and automatic film advance.

In selling, sales training, demonstrating, and job instruction, world famous companies have proved that sound filmstrips produced by Visual Marketing Services and projected with fully automatic sound and vision really bring results. We'll be glad to give you full information about VMS sound filmstrip production service and Dukane projectors.

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3 *News and Comment* — DAVID FLEMING

7 *Personnel Management in Cardiff* — S. M. G. MACDONNEL

23 *Works tour by proxy* — O. T. CURTIS
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Three-sided problem for middle management

28 *Safety starts at the top*
The board's part in accident-prevention

32 *The streaming masses* — STEPHEN GREGORY
Dealing with colds and 'flu

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News and Readers' Service

2 PERSONNEL APPOINTMENTS
15 LETTERS TO THE EDITOR
41 BOOKSHELF
42 EQUIPMENT MARKET
58 MANAGEMENT DIARY
58 THIS MONTH'S ADVERTISERS
59 Readers' Enquiry Service
60 BUYERS' GUIDE

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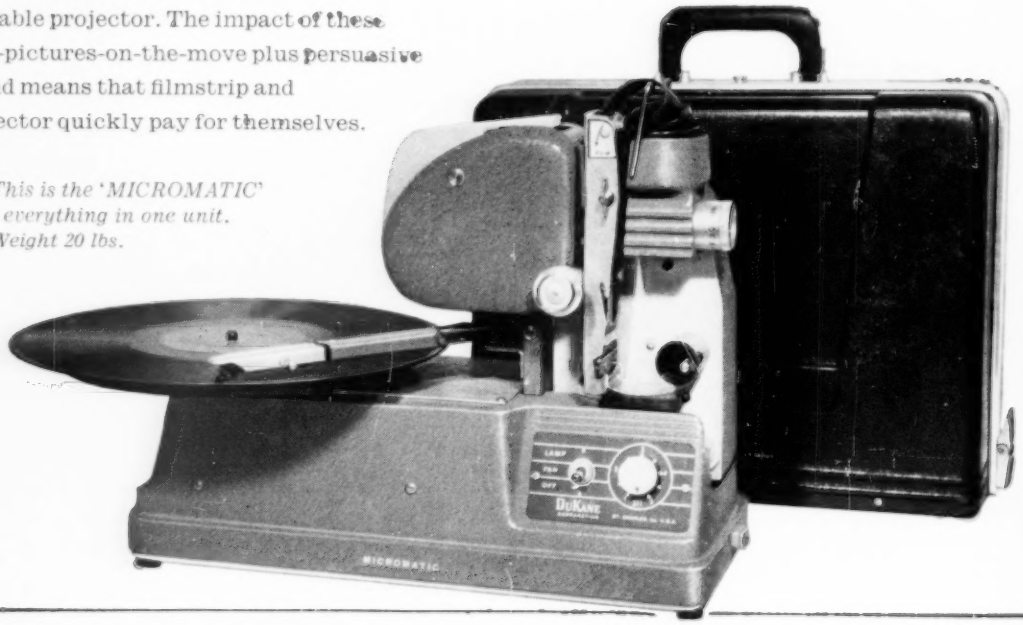

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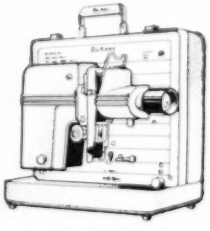

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PERSONNEL APPOINTMENTS

PERSONNEL MANAGER

We want to recruit a Personnel Manager for the Southern Region of our Company based on our factory at West London.

The ideal person has such unusual qualities that we do not expect to meet him in this world, but we are prepared to settle for a man aged 30-40 with some experience of industry or commerce and some real responsibility in the personnel field.

We are not averse to formal qualifications in Social Science, Arts or Science, but these are less important than the person who possesses them.

While we are fascinated by the unusual applicant, we tend to shy clear of the bizarre and would ask you, if interested, to send us a simple letter on seven-point plan lines so that we can give your application the serious consideration it deserves.

Please address these to the:—

COMPANY PERSONNEL MANAGER,
T. WALL & SONS (ICE CREAM) LTD.,
WALL'S HOUSE,
OLYMPIC WAY,
WEMBLEY, MIDDX.

Marking your letter **Ref. 349.**

SENIOR PERSONNEL ASSISTANT

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Applicants must have a background of personnel work and an understanding of the problems of communications in large scale undertaking with multiple units. A high standard of literary ability is essential and a degree of equivalent standard of education is required.

The post is open to both male or female candidates who preferably should be members of the I.P.M. The salary and other benefits will be commensurate with the importance of the post.

Applications which should give brief details of qualifications, experience, present position and salary should be addressed to Personnel Manager, Remploy Limited, Remploy House, 415 Edgware Road, Cricklewood, London, N.W.2.

PERSONNEL OFFICER

(Male)

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The successful applicant will have had at least 3 years' experience in a similar capacity with the necessary personality and qualifications to cover all aspects of the Personnel function as applicable to a factory of some 500 employees.

Applications giving full details of age, experience and background to General Manager, Box PA 70.

STAFF TRAINER/WELFARE OFFICER Lady with previous retail experience required by Dept. Store for interviewing and supervising staff training welfare. Apply in writing, giving details of previous experience and salary required, to Staff Manager, Bearmans Ltd., Leytonstone, E.11.

PERSONNEL OFFICER

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news and comment

by David Fleming

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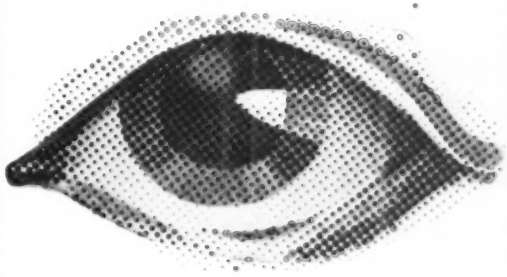

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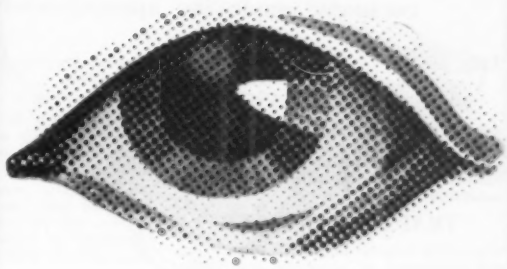

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PERSONNEL APPOINTMENTS (cont.)

Two new positions have been created in the

PERSONNEL MANAGEMENT

team of a N. Midlands manufacturing company employing approximately 6,000

They are a

PERSONNEL OFFICER

who will be required initially to assist in Staff recruitment. It is desirable that he should be well versed in all aspects of the personnel function and that he should have formal qualifications, and a

TRAINING OFFICER

who will be required to assist in the planning and progression of apprentice, supervisory, graduate and management training and develment schemes and must have had good experience in this type of work.

Opportunities may occur or tours of duty in West Africa.

Age range 28-40.

Initial salaries in the range £1,100-£1,250 with prospects of early advance to a more senior grade and salary adjustments for overseas service.

The Company pursues a very progressive personnel policy and there are, of course, pension and life insurance benefits and the conditions of service common to modern progressive companies.

Both positions offer a considerable challenge and excellent opportunities for personal progress.

Applications should be made to Box No. PA68, giving all relevant details.

PERSONNEL OFFICER

for newly extended Cosmetic Factory, Kingston, Surrey.

Staff of over 500; primarily female, full and part time to be engaged, encouraged, fussed over (occasionally chastised) and generally fathered so as to build and maintain family spirit and minimum labour turnover.

Only the ambitious, energetic and intelligent need apply.

Salary equal to abilities. Apply Managing Director, Box No. PA71.

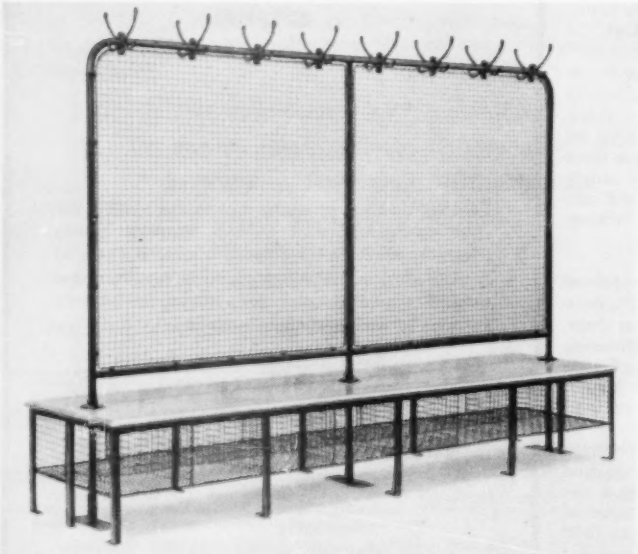

Fig. No. 2616: Also available single-sided for wall positions or base unit alone can be supplied together with hat and coat hooks for wall fixing. For complete range, please ask for List No. PMT 1009.

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The Mild Steel tubular framework encloses a panel of ¾ in. square mesh, and the wooden seat is supported by an angle frame and tee bar legs. A compartment for boots and shoes is provided under the seat. Available as single or double sided stacks and finished Olive Green or Black enamel.
Approx. height 5 ft. 6 in.

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WW/12

by David Fleming

news and comment

the purses of management; but not quite so the rural colleges. Since Brighton, Norwich and Canterbury are so relatively remote from 'muck and brass', there was obviously a danger that they would not be 'fed' as amply as Coventry with its motors, York with its chocolate, etc.

For Unilever and the other giants who are in the university game these actions are an investment, the dividends to be reaped in filling management ranks and increasing research facilities. The smaller firms, with no £250,000 to spare for similar cultivation, may like to think about forming a group trust so that they can ultimately sow their own seeds and share in the harvest.

ANOTHER angle on the case for local instead of national bargaining has failed to hit the headlines. In *A Market for Labour*, D. J. Robertson, newly appointed Professor of Applied Economics at the University of Glasgow, suggests that "The labour market would function better if workers wishing to compare alternative prospects of remuneration knew more clearly what they were". The reason for the lack of clarity is that the market value of labour at local level is fixed by modifying national rates through such extras as bonuses and merit money. "In consequence, earnings are often substantially higher than, and their pattern is different from, wage rates".

As Professor Robertson advises, let us use local bargaining to improve our recruitment offers. Let national negotiations look after what they were designed for—social considerations such as satisfactory minimum wages.

A CONSTANT source of amazement to me is the reluctance of some trade unionists to recognize any real attempt by management to play it fair. Not so long ago, we had a union outcry against redevelopment of the motor industry in the north west, "at a time when the main centres of the industry are on restricted work". I wondered then if these men had any genuine concern for their so-called 'brothers' who were in almost perpetual unemployment.

Now I see that the NUGMW has condemned outright a firm which offered dissatisfied workers two weeks' wages if they decided to leave because of bad conditions. "A deliberate attack on trade unionism", says the district secretary. How long have we to endure this demand for a fight before the trade unionists will acknowledge an improvement?

ONE of those many up-and-coming industrial specializations is plant and factory maintenance. Having just received an advance notice of its first national exhibition and conference (Central Hall, Westminster—13-16 November), I purposely looked to see how water-tight the maintenance men are trying to make their function.

They are, in fact, covering a wide field. Apart from the many technical aspects of actual engineering included in the conference programme, there is a liberal allocation of time to generalizations. A whole morning will be devoted to safety factors; and I was gratified to see that the importance of systematic training and, even more urgent, incentives planning has been fully catered for.

protection

is better than cure

Foresight about eyesight means putting your operatives' eyes behind the Northide Safety Spectacle (Model 1900).

Evolved by eye safety specialists, this model gives a *personal* fit—through its adjustable telescopic arms.

In nylon . . . weighing just half an ounce. Dismantles by hand. All parts interchangeable and replaceable. Wears comfortably over ordinary glasses without fogging or distortion.

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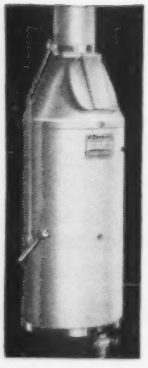
The simple and sensible method of supplying and disposing of sanitary towels . . . Southalls, Britain's largest and most experienced house in this market, introduce their guaranteed equipment.

Southalls Automatic Vending Machine

The case is finished in stoved white enamel and chromium with a trouble free dispenser mechanism. It takes pennies. Southalls attend to maintenance and the supply of towels — a countrywide service which is without equal. This machine is a time saver when dispensing the indispensable.

Vender

32⅜" high, 5¼" wide, 4¼" deep. Price £10.17.0d (net carriage paid). Machines for soluble and other types of towels available.



Southalls Gas Sanitary Incinerator

Foolproof in operation, this incinerator is cased in white vitreous enamel steel with chromium-plated fittings. Gas consumption is slight and disposal is thorough.

Incinerator

weighs 28 lbs., 24½" high, 8¼" diameter. Price £26 (net carriage paid). Electric incinerators also available.

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IN CARDIFF

by S. M. G. Macdonnel

FOR many years, a most significant 'Welsh export' has been the young people who flee across the Border to find careers in the professions and in industry; and much talent is inevitably creamed off in this way. In South Wales today, the nationalist element that laments this continuous exodus is not silent, but its voice can hardly be distinguished in this boom-time. Thanks to the enterprise of private employers and the inspiration of Sir Miles Thomas and the Development Corporation for Wales, prospects for job-seekers in this newly prosperous area have never been so bright. But, speaking to personnel specialists in Cardiff, I came across at least one dark shadow on the horizon.

Top management posts in these firms have invariably been held by Englishmen and, although many are readily accepted by their Welsh employees, in some firms an extra barrier, a hurdle for communications, is erected between management and labour. One personnel manager, recently moved to Cardiff from the Midlands, felt it might take as long as 20 years for someone to be wholly absorbed into a Welsh working community; and his regret was that he could see little hope of a Welsh succession to the top jobs, except in large firms where a young man could return as manager of the 'branch' in Wales, after a decade or two in the company's headquarters in England.

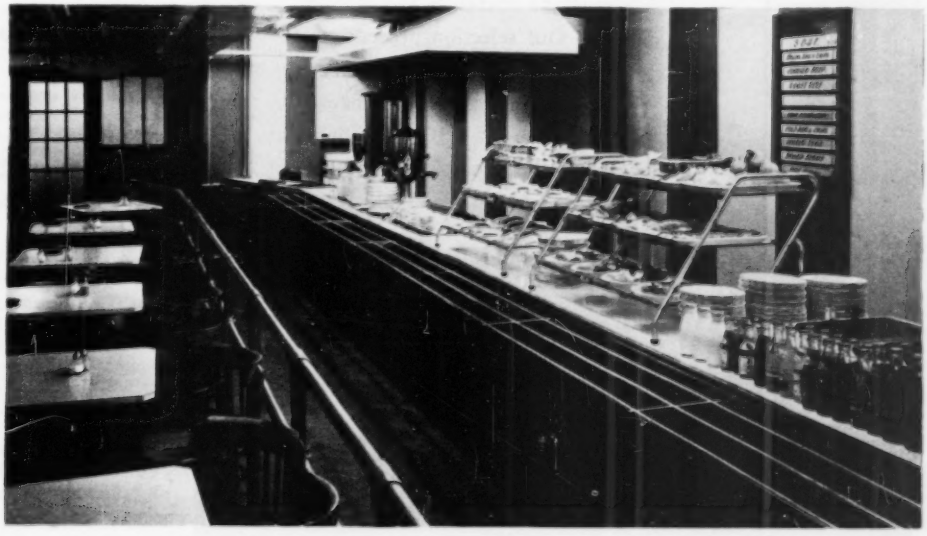
On the whole, personnel management in Cardiff is thriving in the sense that Welsh people who are accustomed to an almost completely informal way of life, tend to be both direct and earnest in their behaviour at work, so that misunderstandings on any impressive scale could only develop from clumsy treatment by managements. I was delightfully surprised, therefore, to visit such a number of relatively trouble-free firms, in various stages of growth.

★

IN the largest department store in Wales—and the Harrods of its first city—I spoke to **Mr. G. B. Howell** personnel director of **James Howell & Co. Ltd.** I must say that his disposition towards his staff reminded me of the gentlemanly quality that still prevails in the managements of our major, long-established departmental stores; and has a great influence on relationships throughout the firm.

This store is so well in the lead in the City, and has done so well in the post-war years, that Mr. Howell does not have any oppressive worries over staff—except for the shortage of youngsters which has made him contemplate raising their wages during the past six months. Office work has become so fashionable, well-paid and easy to find during recent years in Cardiff that the competition for school-leavers has become fierce.

To justify their existence, secondary-modern schools have experimented with secretarial courses and this vocational teaching has become the most attractive part of the curricula to many—boosted immeasurably by the 'glamorous secretary' image propagated by popular American films.



In the Howell department store, this staff restaurant preserves the gentlemanly quality of relationships

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Personnel Management

IN CARDIFF

Any young person with ambition is sure of a good career once they join this firm, its reputation is so high and its training methods so mature. They give sick-pay to all grades, a pension after 10 years and as much security as one could reasonably hope for.

Communications present no problem as there is a buyers' meeting monthly through which all important news is transmitted to every department. That some of their best people are in the 65-70 age group indicates how well they treat their employees and, at the same time, how the intake to such work has slowed down over the years. There is no fixed retirement age for people who are valuable to the firm.

An eye on the future

WITH some 198 trade apprentices, the **South Wales Electricity Board** is certainly planning for its own future needs and doing its share of bulge-reducing. Not all the Electricity Boards have such well developed training schools where supervisors, engineers and graduate trainees receive first-class instruction. **Mr. W. Crichton Vile,** this Board's personnel officer, is very pleased with his manual workers' course too; but he insists that course members should have their O.N.C. before they begin. Because of the national shortage of draughtsmen, a trainee apprentice's course for engineering draughtsmen has also been started.

I asked Mr. Vile and Mr. R. G. Williams, secretary of the Board, about morale—the infamous hazard of all big firms and nationalized industries. Their employees were fully tested in this respect during the winter floods in the Cardiff area when one team planned, erected and energized a 33kV line in 8 hours—a very fine achievement. No, the Board does not have that to care about. With some 6,700 employees, and no more than 350 in any single unit, the morale is the responsibility of the district managers.

For these managerial positions, the Board tries to strike a mean between internal promotion and the introduction of new blood—"We must watch that carefully; but we do not attempt to bring people in from outside the industry". There used to be 29 districts, under their own managers, but this number has been reduced to 18. This reorganization was part of a scheme which cut the labour force by 2,000 without adversely affecting morale.

The Board's thoughtful forward planning was manifested in reducing the clerical staff by 200 over the past few years, through natural wastage and redeployment (especially in rural areas), and there was no redundancy. The adoption of a mechanized accounting system has been combined with a cautious recruitment of temporary staff in order to cater for anticipated redundancies.

Conscious of their unsatisfactory safety record, the Board now has 700 first-aiders who are encouraged by competitions and prizes and they have an active safety committee and safety officers. Possibly, the bad safety record in South Wales is related to the history of regular, tragic accidents in the valley pits where loss of life was a common event in the mining communities and was often regarded stoically as the price such people had to pay for continuous employment in industry. In any case, the Board generously provides sick-pay for 13 weeks and they can rely with confidence on the unions to check on any malingerers.

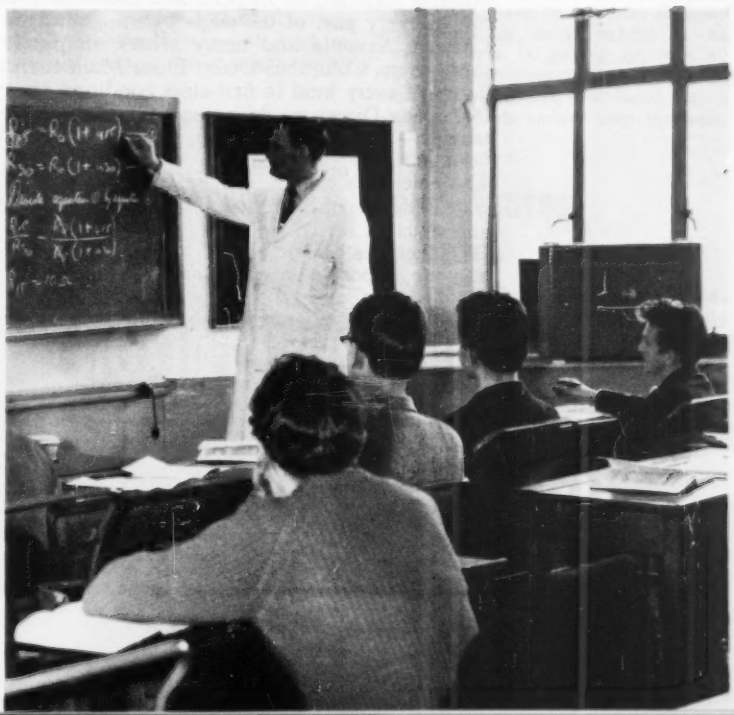
Shift-work and 'schoolagers'

A LADY who is right on top of her job is **Mrs. M. Harmes,** personnel manager at **Super Oil, Seals & Gaskets Ltd.,** manufacturers of high pressure re-inforced rubber hose. This firm is on the move to a bigger factory where the labour force can be increased by 500, some 50 per cent, and where the resources of the Rhymney valley can be an additional recruitment area.

Cramped for space, Mrs. Harmes was compelled to organize for two shifts, with the massive problem of trying to persuade girls and married women to work from 2 to 10 p.m. "Mothers with babies are in one sense less of a problem, the babies can be minded. It is those with 'schoolagers' we worry about. What happens to the children between 4 and 10 p.m.?"

The change back to day-work from shift-work will be the main feature of

The Electricity Board's training school makes up for deficiencies in the national supply of skilled men



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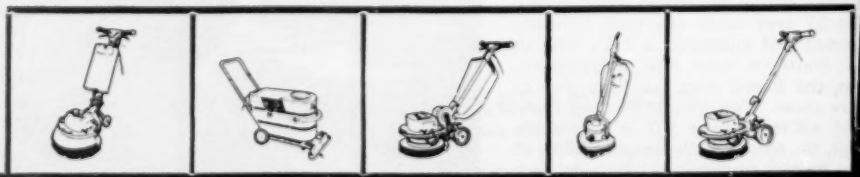


IN CARDIFF

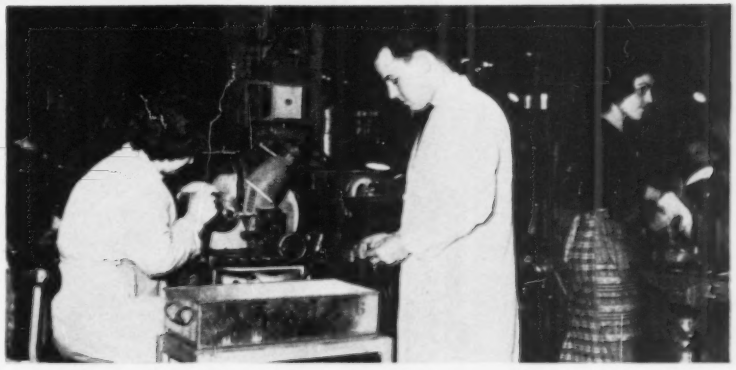
the move Mrs. Harmes is coping with and, as more space and machines will be available in the ex-ROF factory at Llanishen, Super Oils will then try to go over to 100 per cent individual piece-work. If Mrs. Harmes can hang on to newcomers for three months, they usually stay a long time because they start on a basic wage, and, after probation, high wages are possible.

They have a personal non-contributory pension scheme for those who have put in one year's service, but their profit-sharing scheme flopped. Groups where weak members were noticeable generated a certain amount of bad feeling.

Two out of every 20 girls Mrs. Harmes recruits nowadays are spares, because a group of six women can keep 18 men supplied with work over two shifts; and absenteeism has been rife here. The work is entirely semi-skilled and this inter-dependence of working groups is a critical factor.

★

UNDAUNTED by the impending arrival of such a labour-consuming monster as the Rover Company Ltd. in Cardiff, **Mr. H. M. Prickett,** managing director of **E.J.M. Plating Ltd.,** usually keeps a half of the men he trains in his small chromium-plating works. "We are always pleased to hear about new industry coming here", said Mr. Prickett, "because it generally helps us somehow. You can never find enough skilled craftsmen these days, but we get our share".



A critical factor in work at the Super Oils plant is the interdependence of working groups

Get on with training

"BREAD has always been political as long as I can remember", said **Mr. D. Maldwyn Rees,** area chairman of **United Bakeries Ltd.** He was referring to the Government check on price increases in bread which makes things tough for him—especially when he is short of men.

"If you have an energetic management you get no big problems"—but Mr. Rees is still finding it impossible to recruit and retain enough salesmen. Out of a total number of 120 vanmen —"who can earn up to £20 a week on commission, but some of them prefer just to drive a coal lorry"—he can expect a 50 per cent turnover these days. In the last 12 months, 140 vanmen have gone. "And it's not wages, you know; it's where a man lives, how far from his work, etc.".

But Mr. Rees, who has been in this political business all his life and is now busy making 58 varieties of bread and absorbing small bakers at an alarming rate, is getting on with all types of management training—sales, production, general, etc.—and he is hoping that his answer may lie there.

Conditions at Seccombes help to maintain smiles all round

Four figures in store

SALES staff at **Seccombes Ltd.,** drapers and milliners, are slightly better off than in many stores, since they qualify for a 15 per cent discount on personal and family shopping immediately they start work. For half-a-crown weekly, their employees

'GO GLOSTER' said the production man

Production was falling: output wasn't what it should have been. And it didn't take the Production Man long to find the cause of the trouble. Around tea break time the men began to slacken off—watching for a chance to be first in the tea trolley queue.

'I don't see what we can do about it, though,' said the Managing Director. 'The men must have their break.'

'Well,' said the Production Man, 'things would be a lot better if the men didn't have to scramble and queue for their tea and sandwiches.'

'It's all very well to talk,' grumbled the Managing Director. 'What do you suggest we do?'

'Go Gloster,' replied the Production Man. 'Put in Gloster automatic machines and the tea break is always there. No more queueing at the trolley. The men can get their break when they want it, and without fighting for it! You'll find that Gloster machines more than pay for themselves. Go Gloster, I say!'

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IN CARDIFF

qualify for greater benefits than the State pension scheme provides and, after two years' service, everyone (including kitchen staff) is eligible for a third weeks' holiday in the spring. And after 15 years in this store, a girl with talent could reach four figures, **Mr. J. R. Atkin**, the assistant manager, told me.

Holidays by instalments

PERSONNEL officer in charge of staff at **Guest Keen & Nettlefolds (South Wales) Ltd., Mr. I. C. Sanders**, has had to struggle recently for his secretarial recruits. Many girls were reluctant to work a 5½-day week in a completely industrial area with relatively poor transport, so G.K.N. offered them a third week's holiday. However, the youngsters chose to take a half-day every third week which was a concession at first and is now a right.

This firm rolls steel rods for their associated nail factory and, as a unit it is still small enough to recruit through families: they tend to give priority to relatives. Fastidious enough to use NIIP tests on the last batch of 40 apprenticeship-seekers interviewed (for five vacancies), they are conscious that the best boys are not always what they want. "They cannot all be junior engineers".

★

THE railways were building up their stocks of wagons immediately after the war and there was an abundance of work for **Powell Duffryn Engineering Co. Ltd.** Now there are enough wagons to go around so that this firm is going in for other types of constructional work, tank-building and materials-handling equipment. This means that this wagon and engineering company is having to look for a different class of workmen.

To find the right men, at the suggestion of the group's personnel officer, a personnel department is to be created at this Cardiff factory. Though **Mr. J. Ahearn**, company secretary, is not altogether sure what they will get from their first personnel officer, I can assure the new man of a welcome there.

★

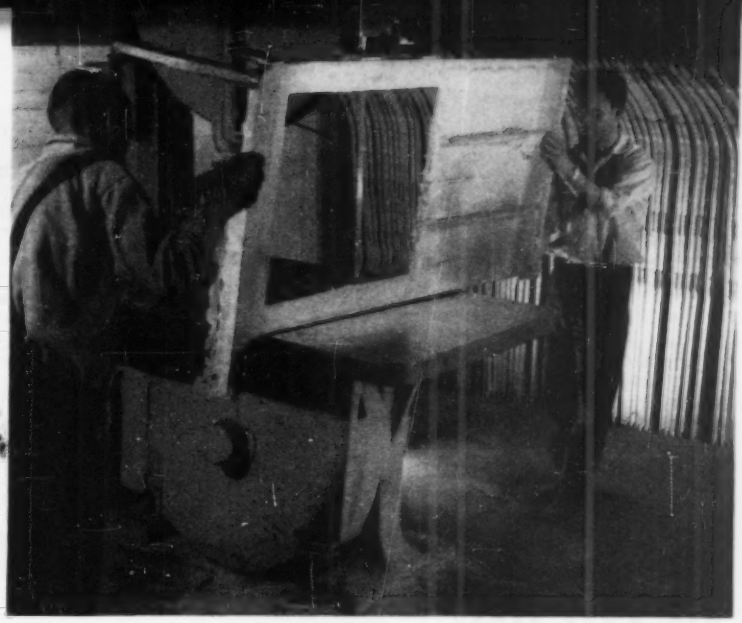
A FIRM of consultants, after strike trouble, recommended that **Dialoy Ltd.** could do with a personnel manager, so the company imported **Mr. Gordon Owen** from Dunlop. It would be an eye-opener to many struggling pioneers in this field if they could see how much he has achieved in just one year, and how skilfully he is selling his function. After all, you always have to keep an eye on your speedometer, because if you try to change a set-up quickly you either make friends or enemies for life.

Mr. Owen began some internal training, plus visual aids—which is just beginning to show results. He also initiated a monthly management meeting where he can put forward his plans before giving them to the supervisors two weeks later and then to the joint works council. As a consequence, he now feels that the management is prepared to look five years ahead so that he can more reasonably plan his intake.

Suggestions, health and safety, and training committees were also created because all committee meetings held previously were confined to problem-solving. "Whenever possible, at these meetings I represent management".

External courses he has arranged for all levels, from the managing director to the foremen, as he believes that people probably learn as much from other people on these courses as they do from the formal sessions. Every scheme he runs to a first-time operation and he has the vigour to see that it is adopted.

His next big move is to spread the holidays over the six-week school holiday period next year. In all this, he is supported solely by his secretary who has a rare competence that he fully appreciates: "Just a sec., she knows what I want."



Doors at Dialoy Ltd. have recently opened to personnel management and to better labour/management relations

Visitors for sale

EVERYONE I spoke to in Cardiff seemed wide-awake as far as work relations are concerned and perhaps no one I have mentioned is more keen than the employer I failed to see. Impressed by the working efficiency of the clerks in the radiography unit when it visited his firm, he immediately offered them twice what they were earning. Well, if you want good people to work for you . . .

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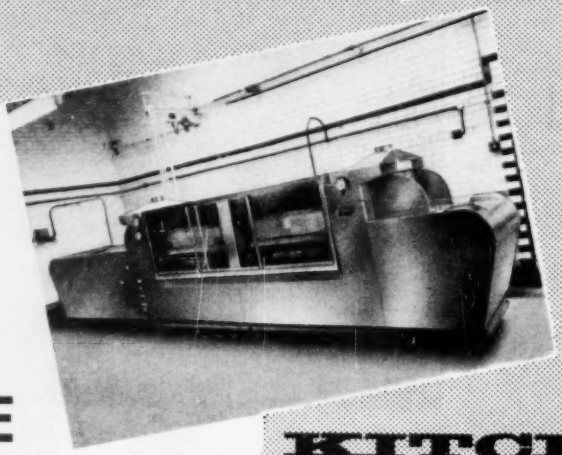

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Letters to the Editor

Sir,

I should like to express my wholehearted agreement with the writer of 'The Tax-man Cometh' article in his condemnation of the proposed payroll tax. I feel particularly apprehensive about its effects on my own industry, the motor industry, since this is the one most often mentioned as the most plausible target for the tax.

What purpose does the Chancellor hope to achieve? He states that the tax is to be used as a regulator to influence trade. Surely it can be an influence only to the detriment of trade. Motor companies hold on to 'surplus' labour in slack times simply because the market is not entirely predictable and they realize that they may need to be working at full pressure again at very short notice.

I doubt if the tax will persuade them to run the risk of totally releasing their labour. It is much more likely that the levy on the payroll will be passed on to the customer, including the overseas customer, and this will hardly result in the betterment of trade. Again, motor manufacture is the industry in which overtime is most substantial. Indeed, in many companies it is deliberate policy to work heavy overtime at peak periods to avoid redundancy when the demand decreases. Quite apart from its probable ineffectiveness in squeezing out surplus labour from an economy-size tube, the tax is unjust to the worker whose extra toil at times of demand has, until now, been a way of investing for security when the seasonal fluctuation takes a downward turn.

G. F. Wilson-Brown.

Banstead, Surrey.

Sir,

I was pleased to notice the emphasis which R. D. Moore placed on emotional factors in his article on the problem of absenteeism in the May issue. We all agree that these exist, but we seem to do remarkably little about them, probably because we know so little. This spiritual malaise is surely a proper study for our industrial psychologists.

Unfortunately, so far, their efforts seem to have been mainly on the side of the machine; and their interest in people has been determined by criteria derived from the machine. The unwritten law governing this approach is, 'A man's worth is in proportion to his ability to function in a well-oiled manner as an adjunct of a lathe or an organization'.

At the risk of being reviled as a wet-eyed humanist, I think it is time we bothered a bit more about man *qua* man and about what industry can contribute to him, not simply what he can contribute to industry.

In the past half-century a whole science of applied psychology has grown up, the chief, almost sole object of which has been to extract as much as possible from a man. Comparatively little work has been devoted, at least on the industrial scene, to seeing what can be given back to him in terms of morale, dignity, and pride in the work on which most of his life is spent.

In the same issue a correspondent writes that he is convinced that work is for personal and social reasons both a necessity and a privilege. This may have been true, though I doubt it, for the majority of craftsmen in the days before the Industrial Revolution.

It is still true for a substantial majority today provided they can feel pride in a particular skill or have a sense of vocation about the social value of their work. But it would be more difficult to persuade the vast majority twisting screws along a conveyor belt or filling in invoices by the hundred in noisy offices that their work is a **privilege**; though they would undoubtedly accept its necessity, but perhaps not in the sense intended by the correspondent. In their eyes, their work is frustrating and meaningless.

Psychology has made it more rapid and more efficient and these are notable achievements; but it has done so very little to make it more meaningful. It is as if medical science were to have spent most of its time researching into the possibilities of developing such improvements as a third arm on man for increased industrial efficiency, rather than devoting its time as it fortunately does to eradicating pain and discomfort.

Well, it is time that industrial psychology became as therapeutic in its approach as medical science. It is time to explore much more extensively than hitherto the discomfort in the minds of workers and the possibilities of making men happy in their work or, if this is impossible, at least happy in spite of it. Knowledge of mankind is to be used for the benefit of all mankind and each individual man.

R. K. Peters.

Gomersal, Leeds,
Yorks.

Sir,

In your last issue, Mr. R. Selby wrote (Letters to the Editor) that "work is for personal and social reasons, both a necessity and a privilege." I agree entirely with him.

My contention is that we are too soft-handed with the working population nowadays. This extends to the lavish conditions we bestow upon our operatives. Le Corbusier said that a house is a machine for living in. He did not say the same of a factory.

James Colbon.

Luton, Beds.

Sir,

In his letter to you, Mr. Selby said that we had to re-emphasize the work content of a day in the factory. I was glad to see that he laid the blame firstly at management's door.

If trade unions are ever to be criticized for their actions—even for their ideas—I insist that we must always be particularly careful to base this criticism on the appropriate false lead given by the bosses, some time in the past.

W. G. Saul.

Hayes Lane,
Bromley, Kent.

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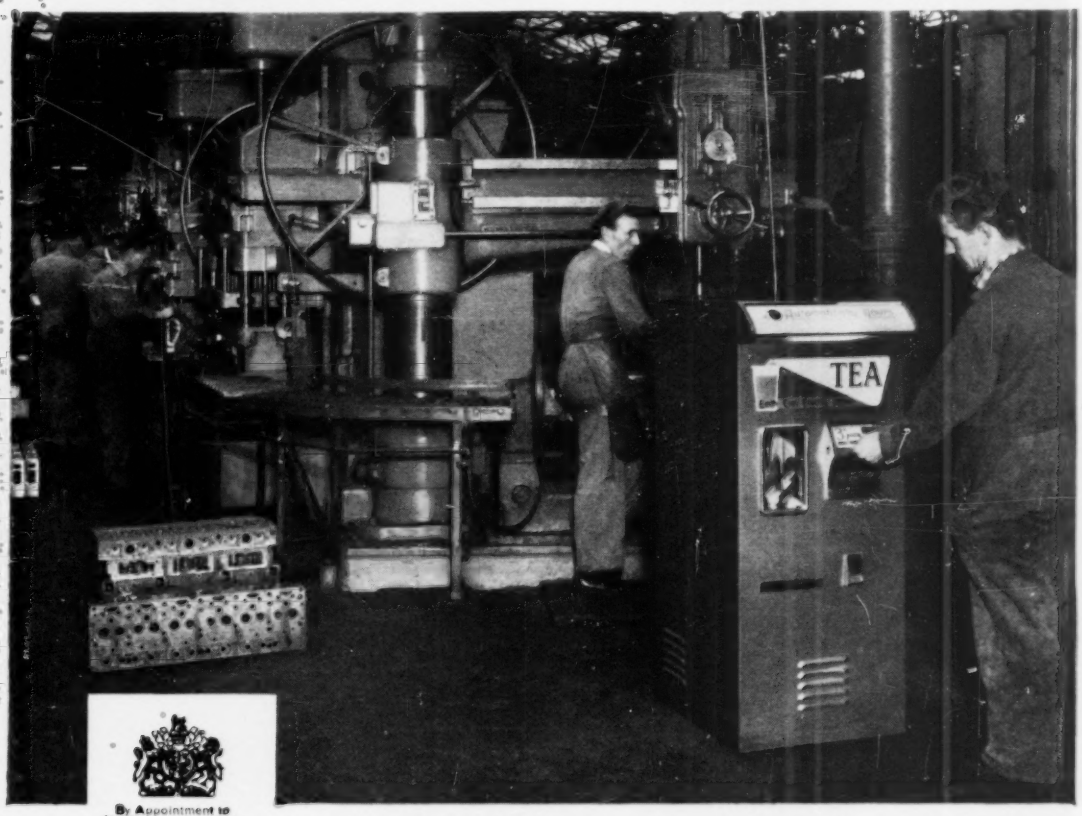

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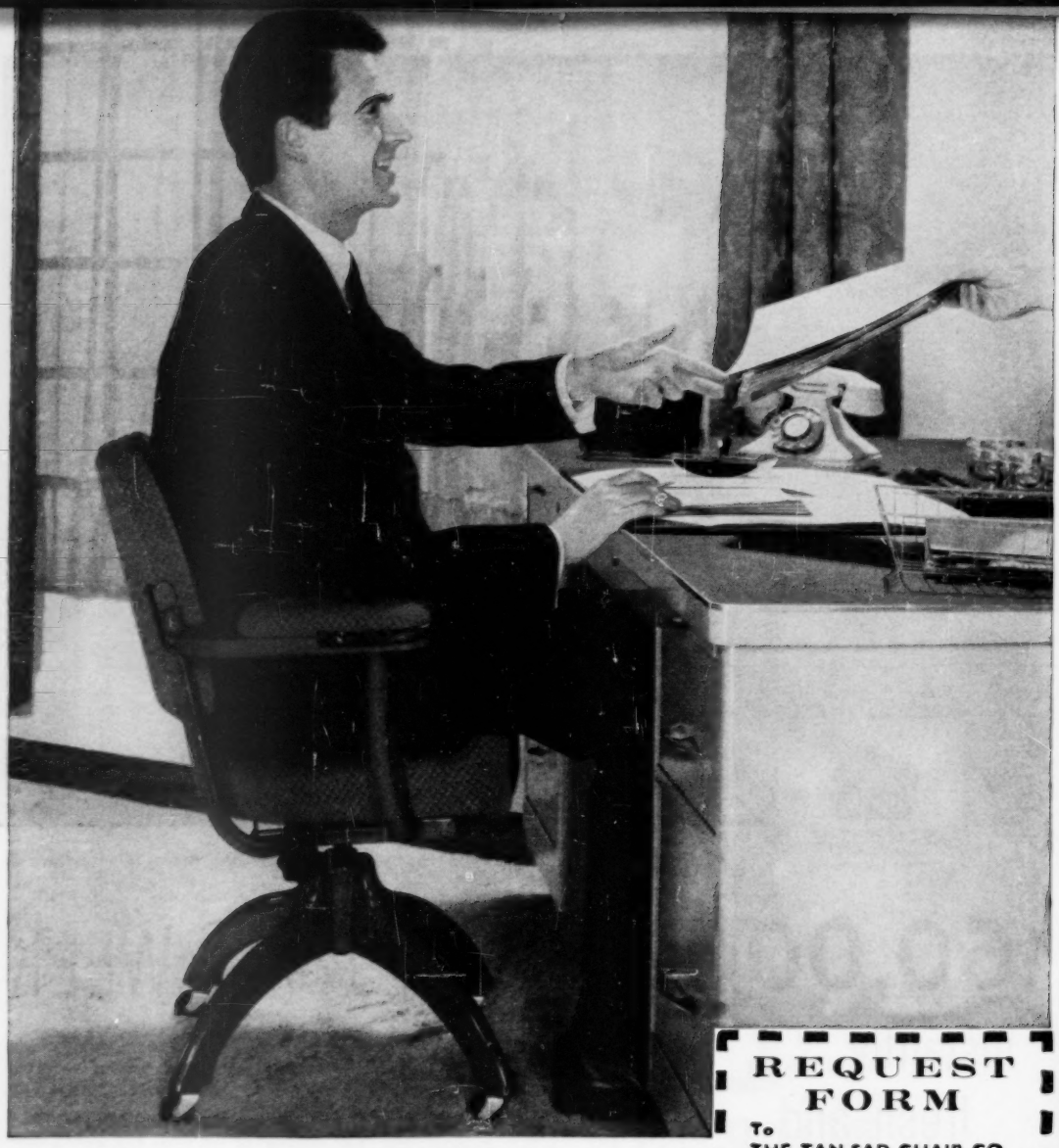

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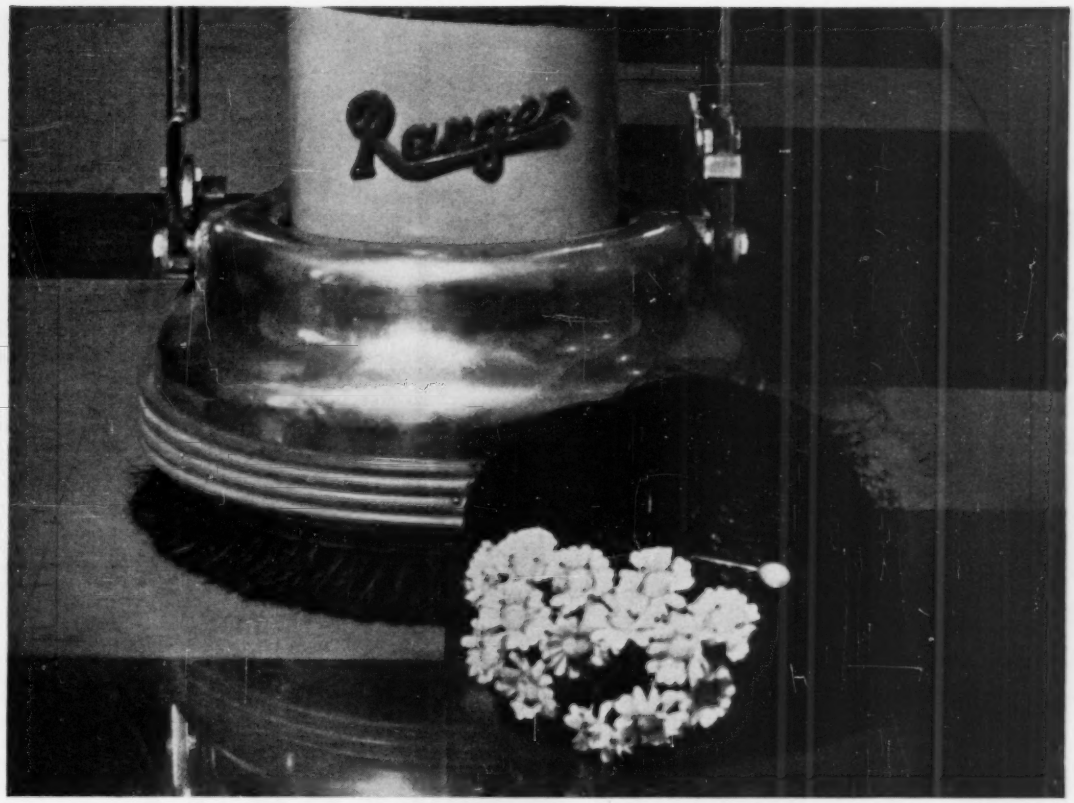

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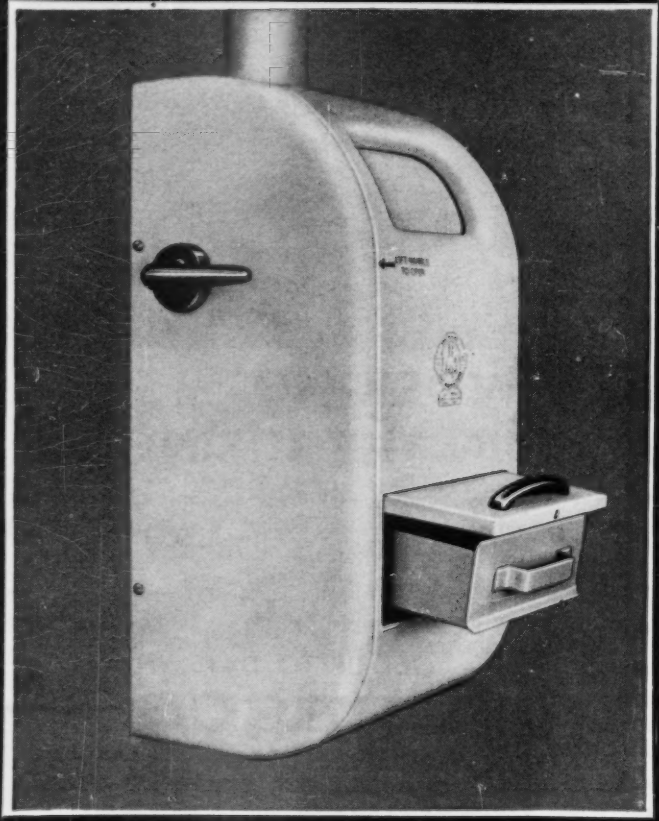

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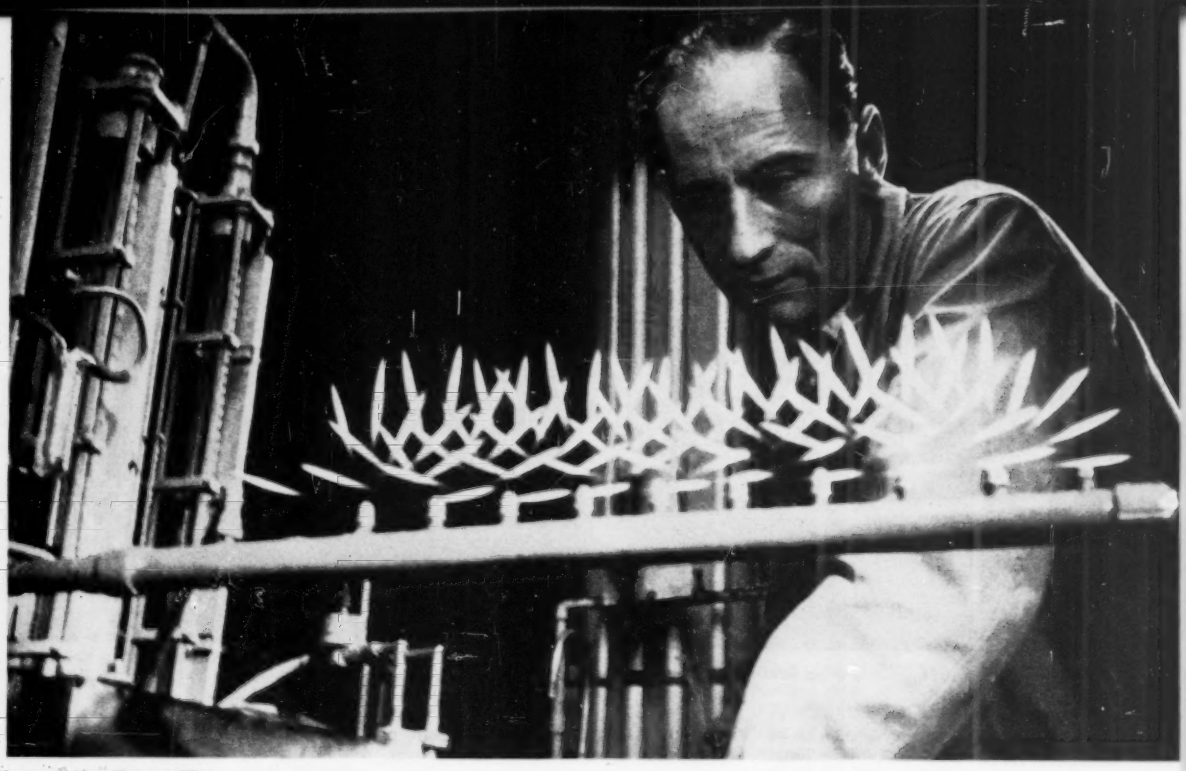


Visual Aids

Face-to-Face

with industrial progress

Technical and non-technical employees benefit from a knowledge of departments and companies outside their own. Appropriately chosen films can provide the equivalent of a series of factory visits

by O. T. Curtis

ONE may, not unreasonably, subscribe to the view that individuals contribute to historical development but rarely make history. As often as not, the exceptional ones aid our progress by starting a sequence of events, in however modest a way, which ultimately changes our way of living and perhaps our scale of values. Charles Babbage started just such a chain reaction some hundred years ago when he experimented with calculating machines.

If the initial impact was barely discernible, none today can be wholly unaware of the veritable social and economic maelstrom in which we now live. For the whole face of our industrial civilization is changing in conditions where technological progress far outstrips social adjustment. If ever there was a time when man had to face up to his machines this is it.

To those of us who remember the pre-war industrial scene, the contrast with today is startling. The very appearance of things is changed beyond measure: the workshop of black machines, jungles of pulleys and belts, and sombre walls have given way, so often, to the almost surgical cleanliness

How does a heat exchanger for an atomic power station get to its site?

and gleam of the modern plant, with its machines (each with their individual motor-drive), brightly painted and spaciously assembled. The office itself has taken on some of the mechanical airs of the production department—desk, pen, typewriter and telephone augmented now with punched-card machines, teleprinters, computers, even the odd closed-circuit TV network.

Yet as our communications equipment multiplies so generously, can we claim that communications themselves effectively keep pace with this whirlwind change? The new technology makes enough demands on training for specific skills. These are not always recognized nor the facilities adequately provided. But they also make demands on education which are sometimes not comprehended at all. To say that we can only make the most of our technology if we understand its significance in our daily lives is perhaps a truism, too often repeated but little acted upon.

It should not mean that education is some sort of magic potion which will solve our problems for us once we have had enough of it. But it can mean that education can provide each of us with a better vantage point from which to view our problems.

And here, as in training, film can help. Occasionally it may do so unintentionally. I well recall an early encounter with the mysteries of industrial film catalogues. A course of supervisory training was to include not only lectures and group discussions on aspects of the supervisor's rôle in management, but was also to embrace short excursions into other fields intended to encourage that wider view of his job which distinguishes the able from the pedestrian. Films were to help in this.

Bearing in mind that the thirty or more supervisors came from a wide variety of industries, it seemed reasonable to include one or two films which would present accounts of production in contrasting fields. Having recently visited what was then the latest car assembly plant in Europe and being impressed with the significance of some of the automation techniques for future industrial development what better than a film on the production of Austin cars?

But the *Films of Industry* catalogue, like so many others, made no reference to dates of production, and it came as a bit of a shock to witness on film the production of a 1934 Austin Twelve. Nevertheless, the unintended glimpse of the machine shop with its mass of overhead shafting and leather belting did jolt some of those present into a realization of the changes they could recall in their own factories since the war.

Yet, properly chosen film can inform industrial audiences of all types, not only about their own industry but about the general world of industry in which their own organization plays but a small part. We forget too easily that most industrial employees have a very restricted view of industry in general and even of their own organization. I recall another occasion when taking a course of supervisors on a factory visit.

The visit to the glassworks was over, and the party were climbing into their coach for the return journey. One stood counting them (a standard precaution) as they entered. A supervisor paused at the coach door and said: "I suppose I have got more out of this visit than any of those who have come". This sounded rather bumptious and was mentally registered as such. But the unkind thought was quickly banished when he added: "You see I have worked here thirty years, and it is the first time I have ever been inside that department."

In close-up

This is surely not an exceptional case. What has it to do with film? Just this—that appropriately chosen films can provide for any group the equivalent of series of industrial visits, which will help them comprehend something of the vastness and variety of our economic activity. Even if you are familiar with the industry, the grandeur of a

film like Shell's **Forming of Metals** will impress you with the ingenuity of the technician, the sheer size of everything, the deftness of touch which can be incorporated (by electronics or hydraulics) into the largest of rolling mills.

The screening in the same programme of the film about the 1934 Austin, with Renault's **A day at the Renault Works** or Volkswagen's **On modern lines** would tell even a non-technical audience a lot about the change in the character and scale of modern industrial enterprise.

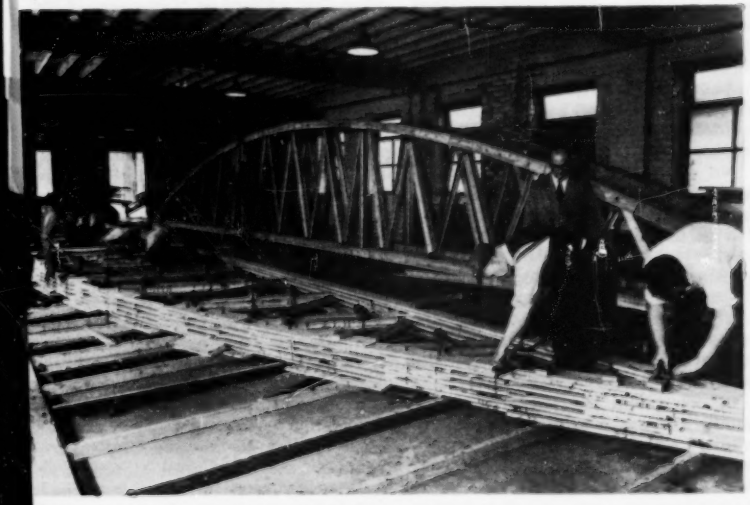
Sometimes, but all too rarely, this contrast is provided in one film such as Pilkington's **The Glassmakers.** In their latest production, **The manufacture of glass,** only contemporary techniques are shown. In many ways this is a model film of its kind, for it could be used for direct instruction in the basic principles of an industrial process or it could be shown to non-specialist audiences. This film is arranged as a sequence of four parts which may be screened as one film. Each part is separately captioned but the commentary is so arranged as to provide a continuous record. Otherwise sections can be screened separately.

International Combustion's **An introduction to comminution** deals with the principles and practice of breaking solids into small particles—a craft which (as the film shows) dates back at least to the Egyptians, and one which is carried on today with a wide variety of equipment. Nothing could be clearer than the visual exposition of the subject in this film. Yet the commentary adds a dimension to our thinking by emphasizing that despite its age this is a craft about which no satisfactory theory has yet been evolved.

This wedding of techniques to theory is all too rarely dealt with in film, and yet not only is it important that we understand at least the outlines of theory in relation to the techniques we are shown, but it is also true that such simple theoretical exposition may well be an effective way of interesting the non-specialist in a particular industrial subject. Well-executed, the theoretical exposition has a lasting appeal inevitably denied the "look how good we are" prestige documentary. Why else should **Transfer of Power** made before the war, still be among the most popular films in the Petroleum Film Bureau's library?

The petroleum industry has led in the sponsorship of films concerned with the background of an industry; with the lives of those who work in it; with the social settings within which the industry operates (think of Shell's **The Rival World,** Standard Oil's **Louisiana Story,** B.P.'s **Giuseppina**). Because of the international scale on which it operates and because of the resources at the disposal of this, one of the wealthiest fields of industrial enterprise, it has been possible to equate company interest with film subjects of many kinds.

A useful reminder to the semi-skilled worker that the craftsman still exists ('Timber Unexposed')



Other industries such as steel, coal, transport, chemicals, and some fields of engineering have also contributed significant films, some of classic dimensions. Because such films have a specific purpose for the industry which sponsored them, there is often a tendency to think that their use is thereby limited. But is there not a case for letting the steelworker not only see his own industry on film, but also have a chance to appreciate, through film, that the techniques of the hot strip mill share much in common with those of a glassworks or papermills? Or the assembly worker appreciate that the mass handling of fiddling little components is a problem confronting many industries; or the petroleum operatives realize that continuous-flow processes present similar problems (such as the piping of solids over long distances) in a variety of enterprises?

Wider screening

It should be far more widely recognized, that industrial films are by no means used to fullest advantage by industry. If your daily concern is with film, it is not unusual to introduce a company executive to one of his own company's films. Full marks therefore to Ronco who, before they Press-showed their latest film **Fanfare to the future,** arranged a series of screenings for employees.

Such a technique seems to serve more than one purpose. It introduces the employee to his own company's film and therefore gives him an insight into company activities and policy which may not otherwise have come his way. It ensures that the employee will be more likely to notice any Press reviews of the film and assess their worth on the basis of his own impressions. And most important, it means that the employee can speak from first-hand knowledge when anyone else discusses the film in his presence.

But we are not concerned with the use a company makes of its own film among its own employees, but with the use industry makes of the films sponsored by many different firms. When products are increasing in number and variety, when average living standards change perceptibly, the expert in any field cannot keep abreast of the work of all his colleagues, let alone of developments in completely alien spheres. Yet he, and the non-specialist alike, will benefit from knowing something of the problems and complexities of the industrial world around him.

In skilful training and proper delegation, the middle manager has ready answers to one of his most perplexing problems: how to demonstrate to subordinates that they have

Minds of Their Own

by J. M. Sinclair

RAPIDLY changing methods of production, expanding plants, increasing complexity of operation—all, or some, of these conditions are the lot of an increasing number of middle managers today. In their train inevitably come problems of staffing, of training and of delegation.

If their own newly (and often painfully) acquired skills of managing people are to become fully effective in the new social and economic conditions of today, these middle managers know that their supervisors and foremen have to become similarly equipped. (We have a National committee considering the same problem, at this very moment.) And then, as one manager put it, "Just as I was in the thick of training these raw supervisors, I had a 'phone call from 'Personnel' asking whether I would mind having a couple of graduate trainees for the next two months".

Graduate trainees, as most of us know, often pose an entirely different set of training problems. In many firms, relationships between them and middle managers are more than strained. Their training at school and university has made them highly articulate. In the tutorial system, they have been taught to disagree or to argue with authority. They often believe it is bad form to show too much enthusiasm for work. This is not a pattern of attitudes which will endear them to the heart of the manager whose task it is to develop and train them.

Yet, somehow, the middle manager has to take all this diverse material and help it to become more effective. He has to teach highly educated graduates (and inexperienced foremen and chargehands) the art and skill of getting things done through other people. He has to develop their powers of making sound decisions; he has to turn them into 'creative leaders'.

I suggest his success or failure will depend on three main major activities. He will need to establish the right kind of 'climate' of relationships between himself and his subordinates; he will have to use skilful training methods; and he will have to know how to delegate work and responsibility correctly.

No one learns much unless he feels like learning. The manager's first task is to look after his subordinate in ways that he thinks will make the subordinate feel understood and respected. A growing number of studies in this field suggest that one attribute of a successful leader is the ability to practise empathy, defined as "the state of perceiving the feelings, attitudes and state of mind of another".

In one recent study, managers and middle managers were better able to predict what foremen and workers would think about various topics than were foremen and workers to outline management's views. Secure in the knowledge that he understands the attitude of his subordinates, the manager can then help them to reach objectives which are important to them or, if those appear unrealistic, he can suggest substitute goals.

This approach means that a manager will never be sarcastic and will forbear to criticize if things go wrong. One top executive encouraged all his subordinates to take the responsibility of making their own decisions by telling them that, as long as 51 per cent of the decisions taken were right, he would never grumble. Another manager found that when he promoted a senior technician to be a foreman he was constantly away sick.

A second opinion

Finally he sent the man to the company's own doctor who found nothing wrong with him. So the manager set about systematically, as he said, "to build up this man's morale". This was hard work that required patience and forebearance, but in two years' time his reward had come. The man was quite better and had even bought a boat and was planning to take his family for a holiday.

What a contrast to the remarks made

Some subordinates resent it if they feel a superior is breathing down their necks

by one subordinate in an interview about his manager, when he said: ". . . and when you go over to ask him a question—any kind of question; perhaps it's a little stupid, but you want to know—he'll just make fun of you for asking it, and repeat the question, mocking you. He could never give you a polite answer without being sarcastic, so you feel you do not want to talk to him about anything if you can help it ".

The last approach blocks lines of communications and stifles subordinates. The first line establishes a kind of atmosphere in which the subordinate is encouraged to learn. Then the junior has already begun to 'catch', probably almost unconsciously, the major skill he himself has to learn. For if his manager looks after him in this way, he in turn will be learning to treat his subordinates with the same type of consideration.

But he cannot be expected to 'catch' other more technical and administrative skills in the same way. We do not learn best from "sitting beside Nellie" or "standing beside Stanley". The best way to learn is through doing, under the close supervision of someone who knows how to teach. In the past few years, many firms have learned this truth the hard way. Dissatisfied graduate trainees have grumbled or left because they have been sent round the company on a kind of tour to observe but never to do anything constructive. Frustrated and bored, they have learned very little in consequence.

Just as bad is the opposite extreme of throwing a new foreman in at the deep end and expecting he will swim. But graduate trainee and new foremen alike can, and should, be given definite assignments, with adequate support, encouragement and follow-up from their manager.

In one firm I know, they give each graduate six months to study and solve some problem which the busy executives have no time to investigate. One trainee was given the task of supplying an administrative personnel procedure. He interviewed all the senior managers; found out the uses which various departments had for the procedure; and subsequently redesigned both the form and the route it took.

Support and encouragement must also take the form of encouraging the subordinate to take a look at his own weaknesses. This task requires great tact and courage from the manager, and it is not surprising that he often shirks it. I recently met a manager who is having to find a way of telling the head of a department that his staff are unhappy and that morale and output are lower than they should be. This subordinate is first-class technically, and the firm cannot afford to lose him.

Another foreman, a young man of 32, is very efficient and with great potential, but he has one weakness: he cannot express his thoughts clearly. At meetings he is nearly incomprehensible. Somehow his manager has to help him to overcome the disability, and is wondering how best he can suggest to the man that he goes on a special training course.

Perhaps the best way to train subordinates is to delegate the right kind of work and responsibilities to them. To multiply himself, a manager must delegate. To provide for a successor, he must delegate. His subordinates cannot learn and grow if he does not share his work with them. In a survey made amongst 177 top executives in America, what they disliked more than anything else in their subordinates, was the inability to delegate.

But knowing when and what to delegate is an art in itself. Assignments must be graded according to the experience of the junior and must be made clearly. The manager must then try not to interfere: he must refrain from imposing his own will, unless the subordinate's action becomes dangerous.

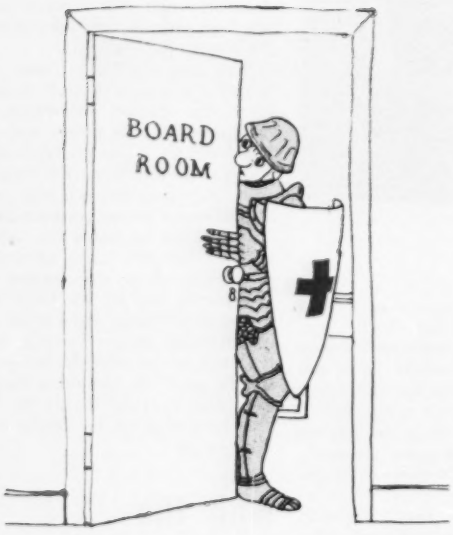
It will do no harm for him to fall into a small pit—but a life-belt should be handy! Even this hazard may be avoided if regular meetings are held in which problems are discussed, and if the manager makes himself follow up regularly to see how the subordinate is getting on. On the other hand, some subordinates resent it very much if they feel their superior is "breathing down their necks".

With the best intentions

For example, one manager spent much time and effort in carefully training his successor when he himself moved a stage up the ladder. The subordinate was grateful for three months, but ultimately began to feel restive: he finally hurt the feelings of the well intentioned manager, by demanding his "freedom" and enquiring bluntly whether he thought he was capable or not? Thus the system of follow-up must be graded according to the people involved.

Finally, as a real challenge to the capacity of his juniors, the manager should deliberately take a day off or, better still, go on a refresher course and leave the coast clear for the junior to flourish and develop confidence on his own. Then, as an old Chinese saying puts it: "Of a good leader when his end is come, his aim fulfilled, they will say, we did it ourselves".

Safety Starts



Unless company directors participate more in accident-prevention, they may forfeit, not only cash through lost production, but initiative in the management of their own firms

by The Editor

THE case for the appointment of more personnel directors grows stronger month by month. The latest witness was heard at Scarborough in May when industrial safety officers attending the 13th national conference organized by RoSPA again raised their voices to demand top management support in the fight against accidents. With one exception to my knowledge, they rejected outright any suggestion that they should assume executive authority for themselves. At the same time, there was complete unison for a special board-room spokesman to represent the interests of safer working.

Existing commitments for most board members must surely mean that, at last a labour specialist can justly claim a seat alongside those who direct every other essential component of an industrial society: sales, production and capital.

The execution of this overdue adjustment in top management ranks will naturally take a little time. What the safety officers were demanding requires immediate action. There is no reason why it cannot be granted. Fired by the enthusiasm of G. H. Beeby, chairman of British Titan Products Ltd., delegates to the conference were not slow to respond to his demand that "all board members should be genuinely and consciously convinced that safety is important to their company's welfare".

There should be one director to accept personal responsibility for safety matters: this was his conclusion. It would be this director's duty to ensure that safety figures, accident records and achievements should appear "on the agenda of all board meetings—not just to glance at and pass on to the next item, but as a matter for action".

Obviously, Dr. Beeby, like so many other speakers, was preaching to the converted. Many directors and company chairmen will not get to hear of this indictment of their inaction until

at the Top

the official proceedings are published—some will probably not read them even then. The loss will be entirely theirs. As Mr. C. H. Craft, director of John Laing Construction Ltd., phrased it: "Neglect cannot be assessed because the negligent cannot, or will not, put a value on it—only the bankruptcy court will provide the answer".

If sales curves develop a sudden dip, no matter how temporary it may be, there is an immediate increase in traffic to and from the boardroom. Similarly, on those occasions when production is interrupted through some mechanical breakdown or process difficulty, directors react along predictable lines: They react. But apparently, an accident or a series of accidents (nearly 200,000 in a year), is considered to be a matter for the medical officer, the personnel manager, the safety officer and the Ministry of Labour alone.

If the directors of a company are misled into believing that there is no threat to the stability of the organization by virtue of a large number of accidents, it may be wise to remind them of the actual cost of industrial injuries. It has been set as high as £500 million a year for the whole of British industry.

But even supposing an accident did not have to be accounted for as a loss on production: there is a further question. What sort of management is it that involves itself in the substantial expense of appointing safety officers, of installing protective machinery and of providing safety clothing, if it is not going to show some interest in the benefits that are derived from this outlay? It makes little sense. Even less, when top management quite rightly proclaims: "We are not in a benevolent society, we're in business!"

Feeling at Scarborough ran particularly high this year. In an open session, delegate after delegate reiterated the sentiment of Mr. A. Simmons of the Southampton Industrial Accident Prevention Group: "There is too much talk, and too little action". The boardroom will have to open its doors to safety. There has to be action.

It could take any one of six different forms: two of them as a direct result of independent management action; and the remainder on a national level. In the first instance, directors could become actively involved in the firm's accident-prevention programme, along the many lines that have been described to them over the past five or so years. By regarding safety as an item that has to be costed, allowed for in making tenders for contracts or for establishing the distributive price of their goods, they will demonstrate their full consciousness of the problem.

On the other hand, perhaps the appalling wastage due to industrial accidents can be attributed solely to lack of employee co-operation. If this is the case, and if work people cannot be persuaded to contribute to their own well-being as well as to that of the company, management must make its own provisions. More firms would do well to consider the value of having a clause written into all employee agreements making continued employment dependent on the individual's accident record.

End of the line

A really strong management could even demand an employee's resignation whenever he is the victim of an accident caused through his own negligence. Although organized labour has naturally not raised this question, the present mood of trade unions suggests that they might themselves regard such powers as desirable.

Either of these two courses of action—both of them preferably—are wide open for management to take. Should they fail to make some provision of this nature, the initiative must eventually be taken from them.

The TUC has placed its faith in the Factory Inspectorate. Its answer to the problem of reducing industrial accidents has always been to increase the number of factory inspectors. Regardless of the practical, administrative considerations, this plan must be less acceptable to management since, not only would it take away their initiative, but its acceptance would equally be interpreted by the labour movement as a full confession of responsibility.

Another major force in the country is similarly capable of taking over the reins from industrial management, i.e. the insurance companies. In this context, there is the related experience of the American construction company which was provided by its insurers with three fully-trained safety advisers. It was their duty to supervise the safe erection of a skyscraper. The building rose to 42 storeys without a fatality. A real success by any constructional standards: but nevertheless, slightly less rosy from a management viewpoint.

If the problem of accident-prevention could be solved more rapidly by the appointment of extra safety officers, it might be found practicable for RoSPA to organize a national training school. From this, they would send out first-rate safety experts to any company that was found lacking in safe practices and policies. They could even be invested with special powers that allowed them to move in a safety officer at their own time, rather than having to await an individual management decision. Naturally, this would have to come under revised legislation, possibly within the Factories Acts.

Should the Government become really alarmed at the effect of increased accidents on the national economy, it is not now beyond the bounds of possibility that some form of safety tax would be invoked.

It is even possible to imagine two separate systems. It might be found desirable to tax all factories which did not possess any form of organized accident-prevention, beyond those precautions required by the Factories Acts. On the other hand, a simpler and more justifiable levy would be based on a firm's accident frequency rate. If action costs money, it is often likely that the Government will collect the dues.

Any of these four 'external' pressures would be unwelcome. But could they be as uncalled for as the present upward swing in industrial accident rates?

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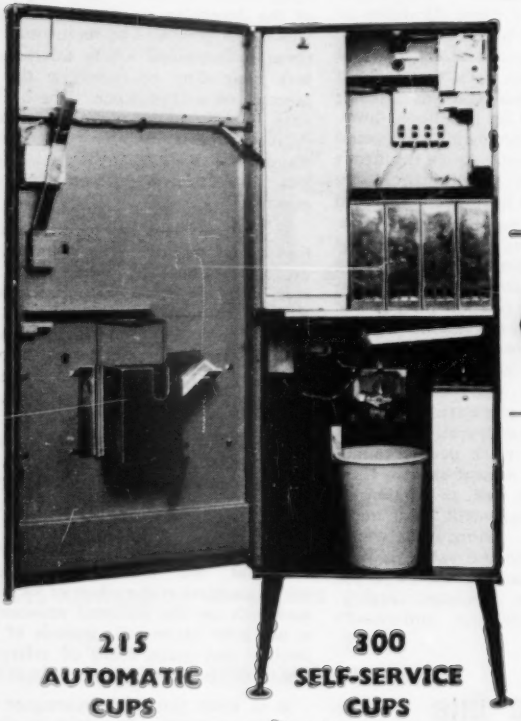

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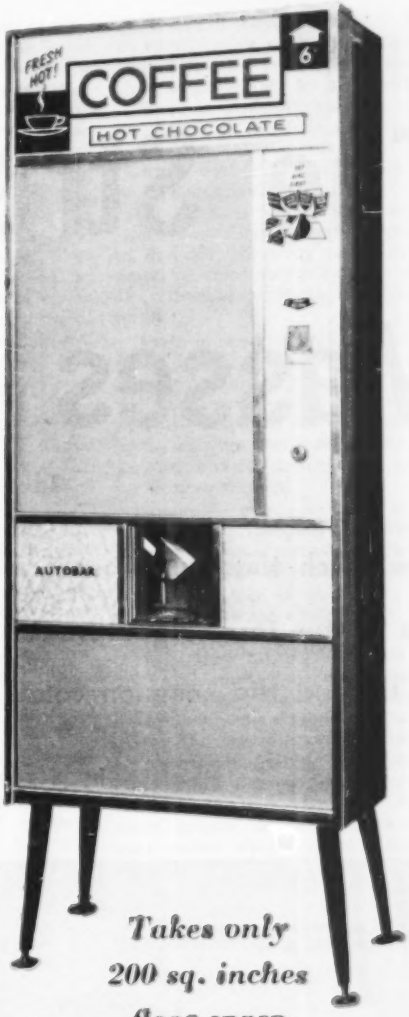

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The Streaming Masses

How much time will your firm lose this winter through outbreaks of 'flu and the common cold?

by Stephen Gregory

WITH between 15 and 20 million manhours lost in any average year since 1952 as a direct result of 'flu, it is not too soon to reflect on the steps that need to be taken to cut down on these losses in the approaching winter. In a welfare department I visited in the middle of May, they were already thinking about next season's toll. Would they, for example, reach anything like the 1958 peak, when national manhour losses reached an above-average 35 million—almost £49 million worth of absence through 'flu? There were also questions to be answered about the influence of the common cold on work attendances.

Despite colossal advertising of 'unique prescriptions' and 'sub-degree' potions, the health message has not been conclusively communicated. Individuals are still contracting illnesses of the cold and 'flu type to a degree that keeps them from work.

Obviously, they as individuals are responsible for their own health. Or are they? If business is losing money because of absence, it must surely concern itself a little more with 'private' disease.

Nor is this the sole reason. Conditions at work can be held responsible for a large proportion of minor illness. Industry and commerce depend largely on their ability to congregate together a greater number of people. In other spheres, mass attendance appears to be avoided. Cinemas are closing and football crowds are diminishing: but industry still brings millions together on Monday morning. It is rivalled for 'crowding' by the schools alone.

Because of this necessity to amass a large number of people in the one place, business, through no fault of its own, is adding to the chances of assisting the transmission of viruses and germs at a high rate.

Despite the slow growth of industrial medical services on a national scale, there are still signs that employers are conscious of the dangers inherent in working conditions. They are also expressing their consciousness in terms of action. Nevertheless, it might be claimed that, whilst tackling the major tasks of preserving industrial health, some firms—particularly smaller units—have in the past neglected the minor hazards, such as colds and 'flu. Basically, there is a trend towards the factory's medical set-up concentrating more on surgical provisions than on purely medicinal arrangements.

For example, how many firms make a habit of 'building-up' their workers by the use of vitamin tablets or capsules? Of course there are the companies who have realized the advantages of increasing an employee's vitamin intake during the winter months. But such examples must be off-set against the still large number of firms who will not allow their welfare departments to purchase these treatments for the reason that it would cause extra work for their accounts department!

Other companies have an historical approach: "We used never to have this degree of absenteeism in the old days when there were fewer medicines. We think it is a try-on by the workers". A factory manager in Wolverhampton stopped the supply of vitamin capsules to his staff when he found that they were taking some home for their families. Admittedly, this practice would increase the cost to the firm. On the other hand, would it not also be a saving in the case of married women who would necessarily be absent from work if their families were ill?

There is another aspect to this last example, explained by the manager of a firm of manufacturing chemists. "It is better for vitamin capsules to be sold to workers than for them to be issued free. The treatment is more appreciated if the worker has to pay for it." This is certainly so in view of the inexpensive nature of these products which allow a satisfactory intake for as little as a penny a day. There are also cases where managements have boosted their own welfare fund by adding a slight amount to the cost of the tablets.

Vitamin capsules are not the only method of reducing absence through minor illness. More firms are resorting to the use of virucidal injections for staff. Improvements have been made by the much maligned pharmaceutical trade so that there are now injections capable of controlling newer viruses such as that which caused the alarming epidemic of Asian 'flu a few years ago.

The aerosol has also come into its own recently. The latest to be produced claims a 99.9 per cent destruction of important types of bacteria within a five-minute period. It is not difficult to appreciate the saving that such devices may produce when they are so easy to use, and when their application requires no halting in production whether it is in the factory or the office.

Out of season

The unsystematic installation of office partitioning takes a heavy toll in the winter; and it can even extend the danger period to the remaining months of the year. In situations where three-quarter height partitioning has been fitted, there have been some particularly frustrating occurrences.

Workers in the summer have found that they could not have the windows open since draughts ripped through the entire floor of the building disturbing papers and upsetting work-routines. The only answer was to have all windows closed which immediately gave rise to an increase in absence through summer colds. The cure was eventually found in the installation of effective air-conditioning plant, which did away altogether with the need to open and close windows summer and winter.

There is probably no need to refer to other weak points in a firm's barrier against seasonal infection. Most factories and, nowadays, office buildings, have installed adequate cloakroom facilities where wet clothes are stored and allowed ample opportunity to dry off. Catering regulations and practices have minimized the dangers of infection through contaminated foods.

There is one remaining breach however. Although a lot has been spoken and written about executive health, as well as general employee protection, sufficient emphasis has not been given to the dangers that threaten the managers of service departments, such as the personnel office.

Personnel managers are so busy curing other people's ailments and nursing prostrate executives, that they have neglected their own well-being. Yet surely this is one point where attack by disease could wreak unprecedented havoc.

First, they are subjected to many more pressures than any other employee. Their 'business' decisions at the interviewing stage of recruitment, during the selection process itself and later during bargaining interviews with trade union representatives or simply works councillors: all these exert a much greater degree of strain than most other situations requiring decisions.

The point is probably driven home best by an example of the bargaining procedure in one particular firm. It was noticed that discussions between unions and executives were invariably protracted until the middle of the evening. Generally, the executives either submitted to union requests or at least came to a compromise. The reason appeared to be that they were more worn by the length of the meetings than the union men. It was subsequently revealed that the trade unionists underwent strict keep-fit training so that they would remain alert and fresh through such meetings.

In the long run, any reduction in human resilience must be added to the firm's account. Whether stamina is lowered on the production line, in the general office or in the boardroom, the cost comes to roost in the company accounts. Its size may be reduced if this year's sunhours reach a high peak; but it stands a better chance of reduction if preparation is made in advance.

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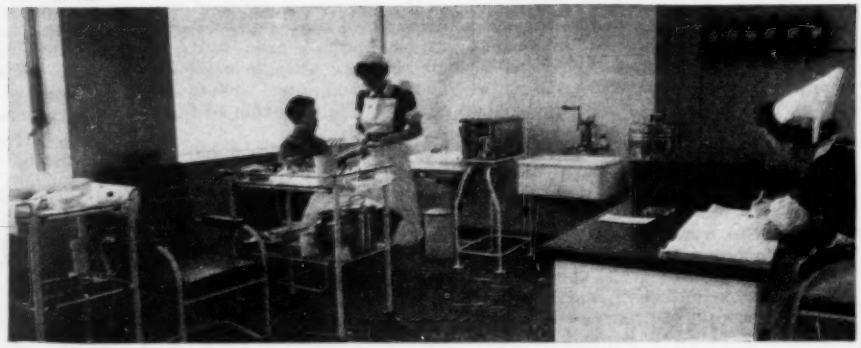

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Automatic Catering Unleashed

Compartment machines like this Vendors & Renters model can be used for an unlimited range of snacks

This year's vending exhibition will be remembered for its display of confidence, says Richard Bates, as well as for the new machines on show

PREVIOUS vending exhibitions have left me with the impression that manufacturers had struggled to produce something really new for the special occasion. There was always the nervous hesitance behind the salesman's brave show of success.

This was thrown into vivid relief by last month's display at the New Horticultural Hall, where some 30 or 40 stands offered the latest wares to the millions who have now accepted the automatic salesman in public, industrial and commercial settings. Flushed with a further year's successful promotion, exhibitors displayed not only a horde of new machines and models with engaging face-lifts, but a brand new confidence in the product that only 18 months ago they were almost apologizing for.

Last year we had nylons, gin and whisky from a machine as the gimmick: they are 'old hat' in 1961. What is new in vending machines? Butter, lard, beef patties, cartoned cheese and milk, bottled yoghourt, tinned fruit and vegetables, individual fruit pie, packaged tea and sugar, crisps, books, electric light bulbs, fruit cake and

The Fisher & Ludlow hot meal vender (left) has space for 88 foil platters—7 × 8 × 1 in.

razors. Fortunately, I also spotted a phial of Alka-Seltzer.

All this means that the vending industry's initial promise that "in the not too distant future, we can visualize most items being sold through the automat" is beginning to be realized. Last December, I applauded the trend towards simplifying the mechanisms of vending machines and in particular the foresightedness of one particular model which did away with 'electrics' altogether. There has been a further advance in this development and a new company, X-O-Matic (Sales) Ltd., are now marketing a plain, slim machine that will vend various rolls and other similar-shaped commodities entirely through a gravity-feed system.

I am not the only one to revise my opinion of the industry's progress and public image. Somewhere in the Midlands there is a personnel officer who must have retracted his criticism that "the makers of these machines are paying too much attention to producing models for a wider variety of products, rather than to perfecting a single machine and offering the customer real choice in what he buys".

If the buyer wants real choice, he could certainly find it at this exhibition where I was offered a cup of tea made from at least four different forms of tea: pure leaf, powder, concentrate and, newest of all, crystals. Most people seem agreed on the quality of drink that comes from any one of these sources. The discrimination exercised by the user will naturally rest on the relative storage, hygiene and dispensation advantages of the varying methods of presentation.

Design is at last beginning to play an important part in automatic vending. There was a time when most machines were of the juke-box style, probably as a result of necessary American influences. Now that the British manufacturers have found their feet, there are signs that garishness is on the wane; a sound precaution on the makers' part who have probably learned a lesson or two from the motor-car designers who know the value of sobriety in the British Isles.

No holds barred

How do vending manufacturers and operators view the next 12 months? I have already acknowledged their confidence. To this, the potential client (even the existing ones, in certain instances) must be prepared for a fresh demand for strength. Strong management, that is. For the major criticism the trade has of those it serves in business premises is that the managements are too willing to submit to employee demands.

One firm is going to make great play, I feel, of the case of a large West country factory where management simply installed vending machines without prior consultation with workers. There were no hostilities. If they can also persuade another potential customer to ignore the workman who "has always sold the cigarettes in the factory," and to install its own machine —as it wants to—they will have a double-barrelled argument.

"If industry cannot find its way clear to accepting and installing vending machines, how on earth is it going to adapt itself to general automation?" That is the quote of the show.

Twin machines are gaining popularity, since they economize on space (Ditchburn Vending Machines)

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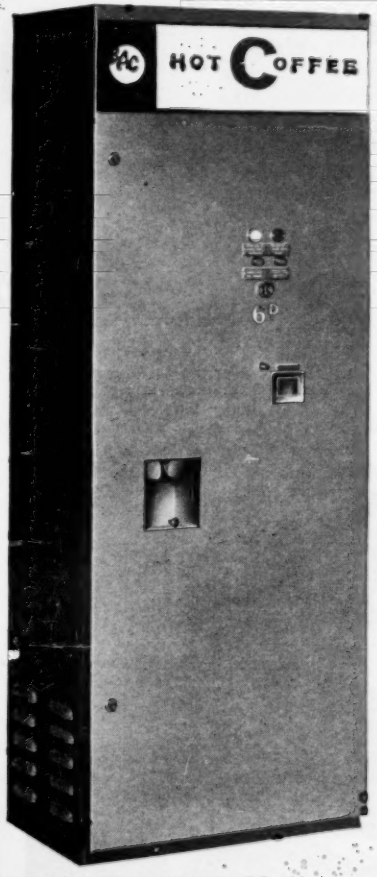

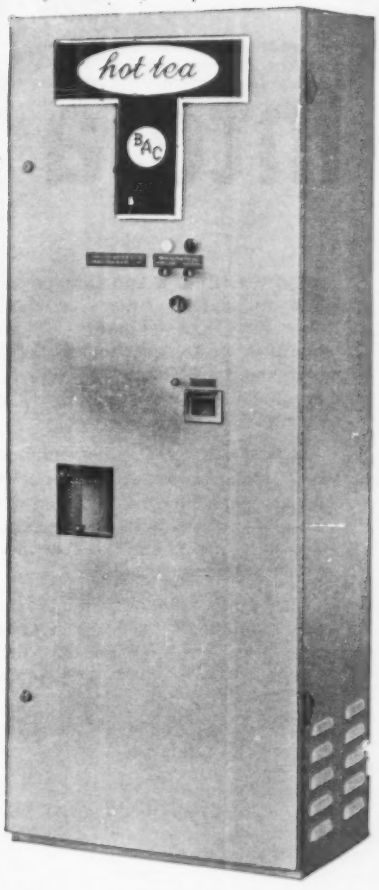

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Into a New World

by Peter Wright

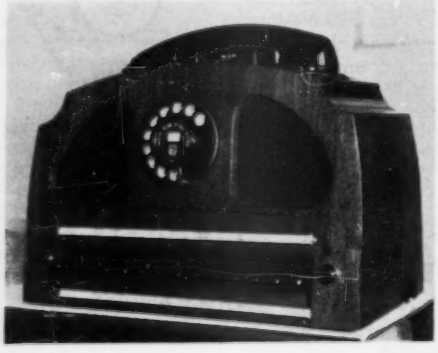
EFFICIENCY and contentment, the personnel manager's primary concern, are not nowadays just a matter of safety boots and bonuses, work-study and works canteens. Looking round, it is certain that his approach has become more sophisticated, his interests wider—and his pocket much deeper.

The causes? The personnel manager is now beyond the strong gravitational pull of his labour force. Management, staff and technologist effectiveness and satisfaction are making their demands. The bias might even have swung fully over from factory floor to the office.

The goals are the same: only the means have been modified. Modern management requires up-to-date aids: fortunately, they are available. Our selection shows how Personnel Manager 1961 orders his success.

ROUTINE

Secretarial staff back at the office can be fully employed again, as soon as the tapes from this car recorder come in. Letters or instructions are prepared on the journey

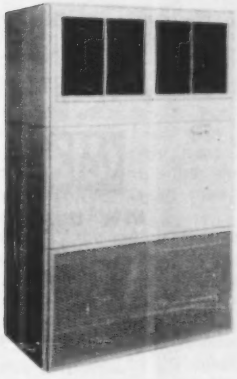


COMMUNICATION

In many firms, the personnel manager regards a multi-station location 'phone as his best anti-rumour friend

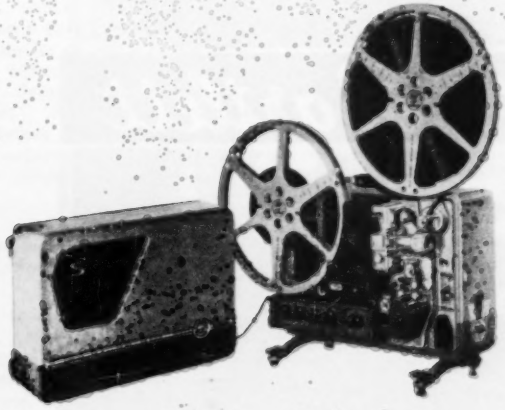
VISION

Good and adequate lighting has played a vital role in many a staff incentive scheme, where speed and accuracy are to be achieved in comfort



HEALTH

Air-conditioning is to the office as first-aid boxes are to the factory. No firm can afford absenteeism through injury or ill-health



TRAINING

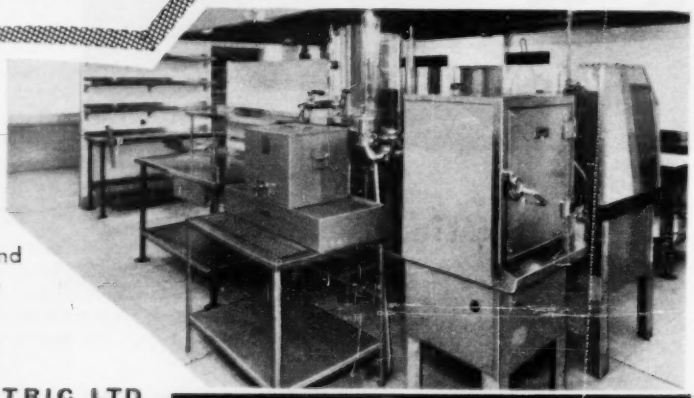
Since the visual era started with nation-wide TV, more firms have increased their 'screened' instruction quota

STATUS

Board room, general manager's office or interviewing room: a carpet reflects the 'human' side of an office area

Another

KITCHEN INSTALLATION



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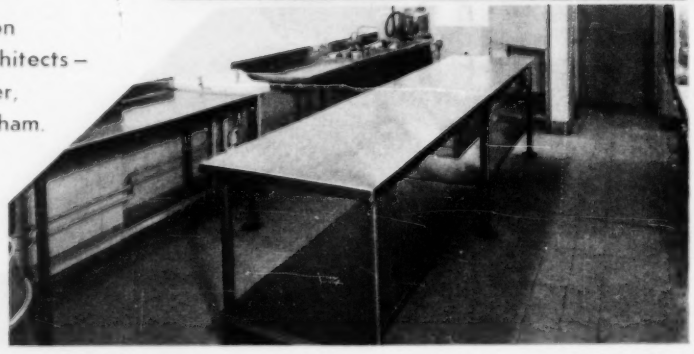

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BOOKSHELF

ECONOMICS ★ SOCIAL STUDIES ★ INDUSTRIAL RELATIONS

Industrial Relations Handbook. *Ministry of Labour, 6s. post free.*

THE THIRD EDITION of this factual non-preaching compendium differs from its predecessors only in that it was born fatter. Divided into three main sections it deals with organization, statutory and governmental provisions, and wages information.

Its expansion derives from a natural growth in the subject. The increase of voluntary industrial relations organizations in private, and nationalized industry and in the public services takes up much of this space. But even through the Ministry have reduced legislative information to a poor second place, the pages on the *Terms and Conditions of Employment Act, 1959* will certainly accoun: for a fair share of thumbing.

If it could have been improved, there might have been in the appendices the addresses of regional industrial relations officers who are, after all, the Reader Service Department of this excellent ministerial publication. Nevertheless the handbook will probably outstrip the previous editions' sale of 100,000 copies.

Exploration in Management, by Wilfred Brown. *Heinemann, 31s. post paid.*

THE RENOWNED CHAIRMAN of the Glacier Metal Company gives an account of its organizational system. A practical communication to Glacier employees, this further pioneer study to come from a firm now widely respected for its interest in social studies tells 'how an operating company was turned into a cohesive society'.

Inflation and Society, by Graham Hutton. *Allen & Unwin, 16s. post paid.*

THE THEME is how inflation as a policy has come about in modern democracies, how it works, how to avoid it, and at what cost. Mr. Hutton's chief concern is to make clear in non-technical terms what inflation does, both to society and to its individual elements, to weaken and hamper democracy. It is a sufficient recommendation that this book should be as exciting as well-informed as 'We Too Can Prosper', his classic study of productivity.

Office Building and Office Layout Planning, by K. N. Ripnen. *McGraw-Hill, 79s. post paid.*

SCIENTIFIC TREATMENT makes clear how the integration of functional, physical, structural and mechanical elements can bring about satisfactory offices. Mr. Ripnen recommends himself to personnel workers by starting with 'The Human Element—Key to All Office Planning'.

The Chinese Communes, by Richard Hughes. *Bodley Head, 11s. post paid.*

A TERRIFYING but factual account of how 250 million Chinese men and women are being drilled into production battalions in the 26,000 communes. Good for a perspective on our own aims and productive roles.

Organisation Technique de l'Entreprise Industrielle, edited by Louis Péhuet. *Editions Eyrolles, £7 2s. 8d. post paid.*

IT IS WORTH the time and trouble of having occasionally to thumb through a dictionary in order to abstract the meat from chapters in this book on merit-rating, O & M studies, work simplification, accident-prevention, and wages and salaries.

The wealth of tables and other illustrations, including a number of record sheets, should be particularly useful to, and appreciated by, readers who are thus provided with a working handbook. Comprising 24 chapters, this work is based on the most up-to-date information, compiled by the editor from expert sources, including M. Simon Vallée, personnel director of Télémécanique Electrique.

Perceptive Management and Supervision, by Harry W. Hepner. *Prentice Hall, 69s. post paid.*

HUMAN RELATIONS, the author writes, means working with people, not doing things to them: the book goes on to illustrate almost all of the human problems that arise in the work situation and gives pointers as to where the answers may be found.

Throughout, the aim is to stimulate the reader to an awareness of the contribution he can make within his own environment: the book is effective as a catalyst for one's own thinking. The psychology both of individuals and groups is illuminated by the intelligence with which the author applies and elaborates upon some notable behavioural studies in industry.

The book should prove invaluable to all who feel that a modicum of psychological knowledge might improve their value as supervisors, personnel researchers, or managers.

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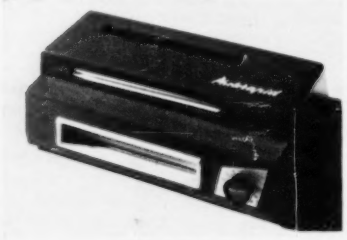

duties. They need never now become involved with chemicals which might spill on their clothing or hands.

Ready-mixed developer is supplied in a disposable sealed plastic container. This is placed in the machine and a simple connection is made. The liquid is delivered to the developing tray and automatically returned to the container by a lever-actuated compression plate, making the machine ready for immediate use.

The life of the developer is longer because exposure to light and air is minimized. But when it is finally spent, the container can be removed and replaced quickly and cleanly.

A considerable advantage of this new development of the *Photorapid* is the fact that it can be carried without any trouble from one location to another, with the container in place and without any danger of spilling the liquid.

Enquiry Ref. No. 06/1

LOAD OFF YOUR DESK

EXASPERATION in the office over the lack of any adequate stand on which dictating machines, files and ledgers, and other administrative lumber, may rest and be transported can now be banished by the introduction of a new type of trolley which has recently appeared on the market.

The trolley incorporates several novel features and is equipped to meet some long-felt needs and to fulfil a variety of purposes. Parallel members are used as uprights, permitting shelves to be set in any desired position. The uprights, calibrated so that folders can be easily located, are anodized to reduce to a minimum the possibility of scratching

when shelves are moved around. Items such as stock record books, box

(continued on page 44)

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files and ledgers are held upright by a supporting book bar, which is easily removed.

As supplied, the trolley has four shelves, but more may be added as desired. Also, by removing the welded mesh mat from the top frame, the trolley can be converted to a filing unit; but its most valuable function is undoubtedly the way in which it will serve as a means of keeping at hand all the folders which inevitably clutter the executive's desk.

Cost of the unit is £6 15s. Extra shelves are 23s. 9d. each.

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Vending

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EACH cup of tea is freshly made from the leaf on the new *Series 9 Teamatic*. As soon as a button is pressed showing whether the tea is wanted with or without sugar, tea is shredded into a mixing container where boiling water infuses it. After brewing, the tea passes through a specially designed filter into a previously positioned cup. The addition of liquid milk from a built-in refrigerator completes the process. The machine can be modified at extra cost to provide tea with or without milk.

Each cup-filling cycle takes 12 seconds, the amount of tea, milk and sugar used being predetermined and adjustable.

The *Teamatic* is coin-operated and can be adjusted for free issue or to take pennies, threepenny pieces and sixpences. It is finished in blue and yellow

stove enamel with chromium fittings, and measures 6 ft. high, 2 ft. 6 in. wide and 2 ft. 3 in. deep.

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Welfare

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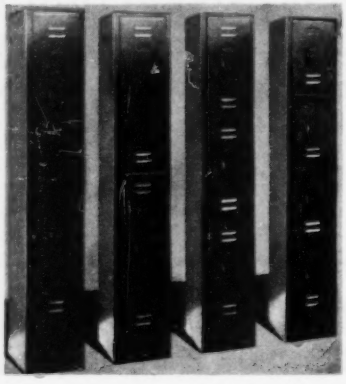
(continued on page 46)



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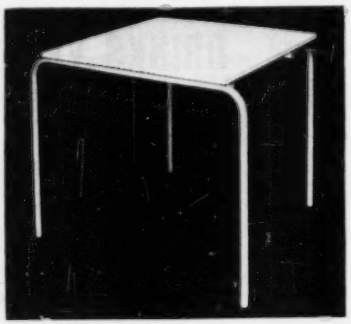


required, all that is needed is to slide one table on top of another, so as to make a nest of a dozen or more according to one's wishes.

The tables have tubular steel frames and are topped with *Formica*. There are hundreds of colour combinations available, derived from 13 frame colours and five *Formica* finishes. The frames are stove-enamelled for a brilliant finish and outstanding durability.

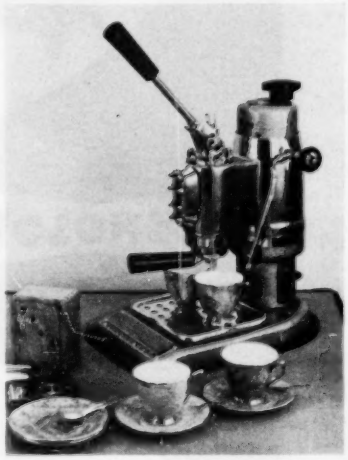
Enquiry Ref. No. W6/1

EXECUTIVE COFFEE

THE *Microcimballi*, a miniature espresso coffee machine, said to be the only one of its kind in the world, has recently been introduced to this country. With its aid, top quality espresso coffee can be served straight from the machine, dispensing with trundling trollies and cumbersome urns and presenting a possible alternative to watery brews in the boardroom and the office.

It is pleasing to the eye, made of polished aluminium, it is fully guaranteed for safe and efficient performance, and it is extremely simple to install. All that is required is to plug it into any 13 amp electric point, so that it will fit in virtually anywhere.

Although a small machine, the *Microcimballi* has all the refinements of larger installations, including a steam injector tube which froths and heats the milk. If the machine is to remain in one place, water can be fed to the pressure boiler by connecting it simply to the mains. Alternatively, if mobility is desirable, water can be added by hand. A cup of coffee, including milk and



sugar, costs only 2d.; hot chocolate may also be made; and boiling water can be drawn from the machine in order to brew tea.

(continued on page 48)

METROPOLITAN COLLEGE

Specialised Postal Tuition—Taken at Home in Leisure Time—for the Membership Examination of the

INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

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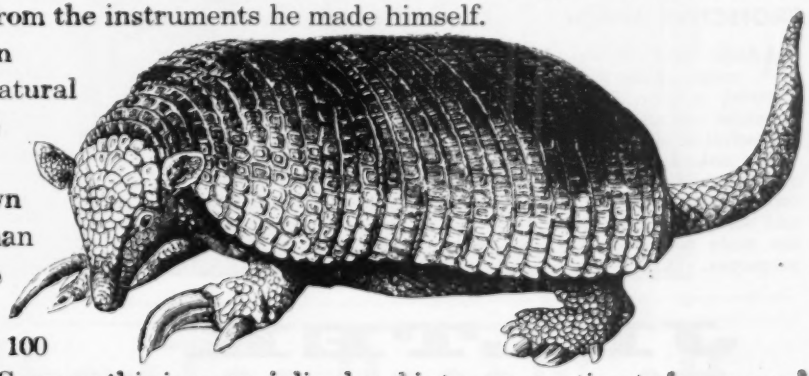
ST ALBANS

ARMOUR AND THE MAN

With somewhat grim and forbidding humour Nature faces her creatures with mortal dangers and at the same time provides means to avoid them.

Armadillos and snails are armour plated. Birds can take to flight. Many animals, of course, take refuge in speed.

Man is poorly protected however. From the moment of his birth he faces deadly dangers. The forces of gravity and all forms of energy threaten him unceasingly. His elemental servants fire and air can destroy him. As soon as he goes out to work he faces death or injury from the instruments he made himself.



There is a vast study in protecting man from natural dangers, unpredictable hazards and the consequences of his own ingenuity. Siebe, Gorman have been dedicated to it since they first made diving suits over 100 years ago. With Siebe, Gorman this is a specialised and intense vocation to be pursued with fanatical application. Wherever there is an occupational risk there is Siebe, Gorman equipment to guard against it.

Advanced as the most vigorous research can make it, tested with the integrity which a question of life and death demands, Siebe, Gorman protective equipment is used by the armed forces, in mines, by the railways, by the steel industry, in the biggest chemical factories, by the Atomic Energy Commission, by fire brigades and municipalities. Wherever life may be in danger Siebe, Gorman & Co. is ready to guard it.

EVERYTHING FOR SAFETY EVERYWHERE

Aqualungs · Blasting and Other Helmets · Breathing Apparatus · Car and Aircraft Safety Harnesses Compressors · Diving and Underwater Equipment Dust and Fume Respirators · Gas and Smoke Masks Protective Clothing · Recompression Chambers Resuscitation Equipment

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A member of The Fairey Group of Companies.

EQUIPMENT MARKET

For details, use coloured form at back

If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

The *Microcimballi*, manufactured in Italy, is priced at £65, and is also available on rental at 12s. 6d. a week. With the machine, the distributors offer to deliver free of charge each week freshly-ground coffee specially blended and roasted to suit the machine.

Enquiry Ref. No. W6/2

Health

PROTECTIVE APRON

MADE from *Hydrex* lightweight, nylon - based P.V.C. - coated material, a new range of bib-type industrial aprons should recommend themselves to use by female labour.

The makers say that these garments are only half the weight of the more conventional industrial apron. They add that the material from which they are made possesses some remarkable properties. Despite their saving in weight, they are said to be many times stronger than cotton or rayon. Through a wide range of temperatures, they remain flexible.

Other qualities include rot-resistance; and they are non-absorbent and waterproof. The aprons will stand up to attack by a number of chemicals used in various manufacturing processes.

There are two sizes in the *Hydrex* range: 24 in. x 34 in., and 36 in. x 42 in.

Enquiry Ref. No. H6/1

REFRESHED AIR

THE stale air of offices and factories can be disinfected and refreshed by a new high quality spraying essence. This essence is available in sixteen fragrances, two of the most popular being *Spring Flowers* and *Mitcham Lavender*. To apply the essence there are three types of sprayer available, covered by a unique no-time-limit guarantee.

For industrial purposes the makers offer a liquid insecticide, known as *Solution B*, which neither soils nor stains. Cockroaches, ants, crickets, etc., can be eliminated by the use of *Kromo* insect powder which does not present the slightest danger to human beings or animals. *Kromo* is packed in 5 lb. and 10 lb. air-tight tins, also in a 2 lb. sampling size. For use with it, an effective large type blower is available.

Enquiry Ref. No. H6/2

(continued on page 50)

JELTEK

in Industry

Photograph by kind permission of B.O.A.C.

Designed for service engineers working in exposed conditions, the CREWSUIT illustrated left is made from material giving air-conditioned protection.

Send for literature describing this and other garments in the full range of 'JELTEK' Protective Clothing.

JELTEK

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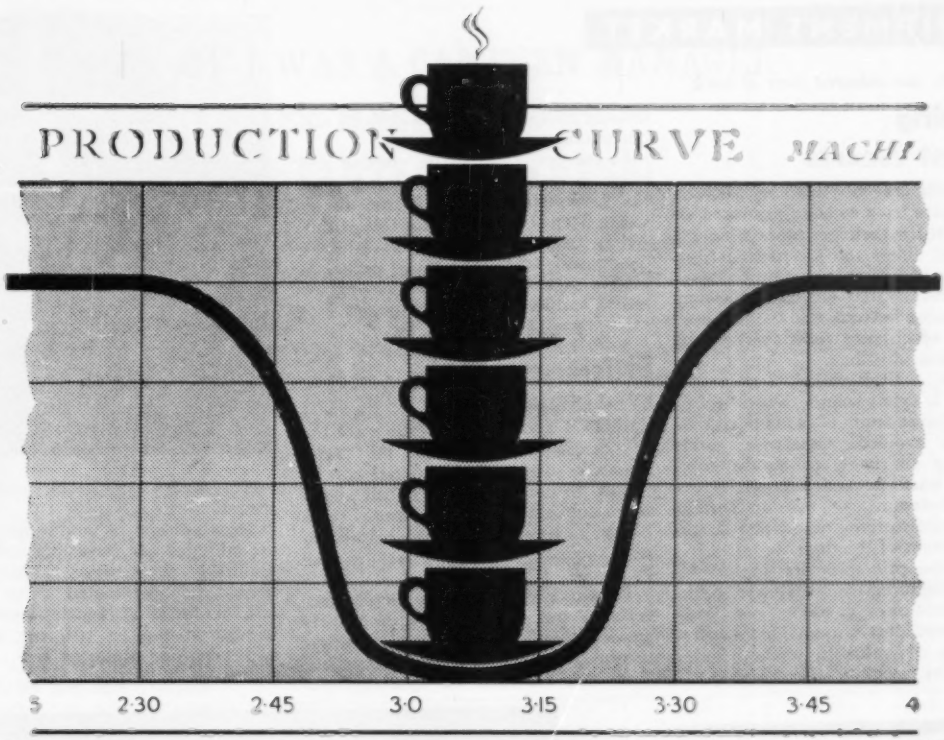

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Free your production curve of those expensive "dips." Watch productivity rise when you instal the Vendepac "Natural Break" Beverage and Snack Service.

Full details from:

Vendepac

COMPLETE AUTOMATIC FOOD SERVICE

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EQUIPMENT MARKET

For details, use coloured form at back

Cleaning

NO DUST ESCAPES

THE makers of *Goblin* vacuum cleaners have recently produced an attachment for their machines which, it is claimed, filters the air passing from the normal domestic vacuum cleaner with practically 100 per cent efficiency in eliminating bacteria and the fine dust particles which pass right through the usual cleaner dust-bag.

Filt-Air, as it is called, first proved itself in hospital wards where germ-laden exhaust from a vacuum cleaner must be avoided. Otherwise germs sucked up are liable to be dispersed into the ward air and a powerful exhaust air-stream can stir up further trouble by disturbing dust from the unswept portion of the floor.

The same principles are applied by the manufacturers to large-scale industrial operations, covering not only cleaning and dust disposal, but also reclamation of valuable wastes. Boiler cleaning by vacuum saves large quantities of fuel and eliminates difficult and unpleasant manual operations.

In the potteries, textile, mining and other industries where air-borne dust can cause silicosis, purging the air by vacuum can create a dust-free atmosphere. But the elimination of dusty conditions wherever they occur is always a great factor in improving the health and morale of work-people.

Enquiry Ref. No. C6/8

Efficiency

EYE-TESTING

SIMPLE and rapid operation are the cardinal features of the *Telebinocular* eye-tester. A layman can be trained to use it in a few hours, and it takes only three to four minutes for a person so trained to give a comprehensive visual screening test to an employee.

Factors affecting ability to see comfortably and efficiently are thoroughly checked, including eye co-ordination, colour vision, depth perception, etc. Tests are recorded on specially prepared cards by ticking appropriate spaces.

The responses of employees are thus available for easy reference and defects requiring professional attention are immediately pinpointed. This kind of test, conducted at regular intervals, can be instrumental in reducing accidents and increasing productivity.

Enquiry Ref. No. E6/8

"Wheelers of Plaistow"

specialists in the manufacture of

OVERALLS

for

MEN

and

WOMEN

in every Trade

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Patent applied for

IMPROVE YOUR STAFF'S WELFARE WITH

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Look what Vendo machines can do!

* Give a fast, on-the-spot, service 24 hours a day, 7 days a week
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considered judgment

Summing up, the case for preventing foot accidents is a major responsibility for all safety minded people. The Verdit in favour of top quality - reliable footwear is undeniable and impels us to direct your attention to our extensive range of styles, designed to cater for most industrial occupations.

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You never see a prima donna pair of **Bennett's** gloves —

but **opera**tives sing their praises

A wide range of quality industrial Gloves, Mitts, Aprons and Clothing in leather, rubber, asbestos, plastic and various fabric materials are made and stocked for all trades and processes. Technical Representatives are available for consultation in all parts of the British Isles at short notice.

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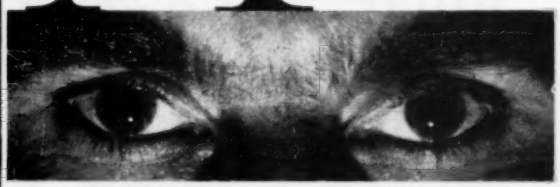
H. G. BENNETT & CO. (Gloves) LTD. · Industrial Glove Specialists · LIVERPOOL 23 · GREat Crosby 399

CVB-1

A welder's eyes must be protected



A welder's eyes are properly protected when the helmet or goggles he wears are fitted with glass made by Chance. Both Protex (regd.) and Protal fully comply with British Standard 679. The use of Chance absorption glasses is the safeguard that guarantees adequate protection.

SAFETY GLASS IN A WELDING HELMET Petbow Ltd., specify Chance protective glass for their welding helmets.

Petbow Ltd. make helmets, goggles and eye-shields, all of which are fitted with Chance protective glass. The helmet visors are made of strong, but extremely light fibre and the headbands are felt-padded and adjustable for size.

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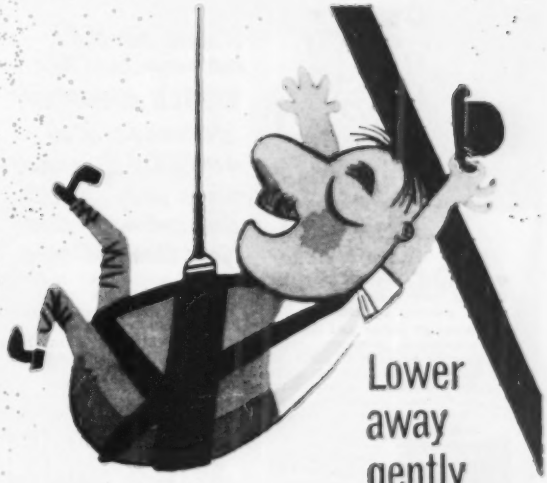
Chance Brothers Limited are members of The Industrial Safety (Personal Equipment) Manufacturers Association.

For further information on eye-protecting glasses, please write for our detailed folder FG2 B, Dept. H. S. Chance Brothers Limited, Glass Works, Smethwick 40, Birmingham.



Lower away gently

said Henry's foreman

Full fifteen stone in his boots and bowler, he would descend with due decorum to the canteen, where, over his steaming mug, he would wax eloquent over the great march of progress. "Take safety," he would say, blowing gustily at his tea, "these IRVIN Safety Belts are marvellous—I'd even trust my old woman in one and she's eighteen stone."

Be on the safe side, write to IRVIN today and find out which type of Safety Harness will suite your particular requirements.

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AIR CHUTES IRVIN REGD. TRADE MARK 427600

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IRVING AIR CHUTE OF GREAT BRITAIN LTD., LETCHWORTH, HERTS.

...and here I recommend the **SIEBER** *CLOAKROOM because it is wasteful to spend more only to get less, when for less you can get more.*

- Saving of valuable floor space.
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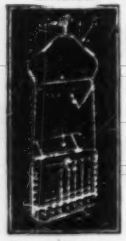
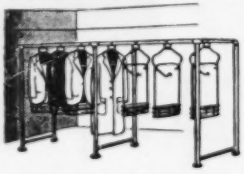
- No costly repair and maintenance charges.
- Low cost proves an investment, not an expense.
- The "SIEBER" Hanger System fully meets New Factory Act.



"Pilferproof" Locking Basket Hanger.

Simple to install in new or existing buildings.

Pilferproof Locking Basket and other types of Hangers supplied.



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- ★ Easy to erect
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cleans hands *in a jiffy.*

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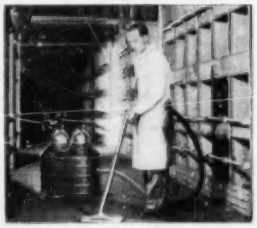

A Duplex model in use at Vauxhall Motors Ltd.

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- Easy-to-clean enamel
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◀ FOR LARGER PREMISES . . . SANFIRE MAJOR Pedestal unit, with foot control, suitable for 50–150 women. £49.15.0

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SANITARY TOWEL MACHINES

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Full particulars from:

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makes each cup individually – direct from pure leaf tea

The Rank Teamatic makes a cup of tea which really satisfies—fresh, hot and aromatic! Every cup is *individually* brewed in seconds: freshly made from the leaf with boiling water—served with fresh milk and sugar to taste.
Made by Rank Precision Industries, TEAMATIC is *reliable*, compact and pleasing in appearance, and is backed by a nation-wide maintenance service.
Consider this too: TEAMATIC actually makes tea *more cheaply* than manually-made tea. It uses less ingredients, and its labour costs are lower.
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Already many organisations are proving the efficiency, the economy and the popularity of TEAMATIC. Let us prove it to you too!
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G. F. E. Bartlett & Sons Ltd., 40
Dawson Bros. Ltd., 14
New Equipment Ltd., 55
Ross Group, 43

CLEANING
Columbus-Dixon Ltd., 10
New Welbeck Ltd., 56
Resco Machines Ltd., 19
Revvi Ltd., 44

EMPLOYMENT SERVICES
Appointments Vacant, 2 *and* 4
Phoenix Employment Agency Ltd., 8

HEATING
Calmic Ltd., 34
H. W. Cullum & Co. Ltd., *back cover*

HYGIENE
Deb Chemical Proprietaries Ltd., 57
General Electric Co. Ltd., 56
Gre-Solvent Co. Ltd., 56
Simplamatic Machine Co. Ltd., 57
Southalls (Birmingham) Ltd., 6
Wandsworth Electrical Manufacturing Co. Ltd., 20
Wimsol Ltd., 54

LOCKERS AND CLOAKROOM EQUIPMENT
Abix (Metal Industries) Ltd., 44
James Sieber Equipment Co. Ltd., 54
Oostwoud Fabrieken, 50

OFFICE SYSTEMS AND FURNITURE
Tan-Sad Chair Co. (1931) Ltd., 18

OVERALLS AND PROTECTIVE CLOTHING
H. G. Bennett & Co. (Gloves) Ltd., 52
Briggs Industrial Footwear Ltd., 52
Jeltek Ltd., 48
Northide Ltd., 3 *and* 5
Sketchley Overall Service Ltd., 16
H. Wheeler & Co. Ltd., 50
Wilkins & Denton Ltd., *inside back cover*
Wood Harris & Co. Ltd., 42

SAFETY EQUIPMENT
Chance Bros. Ltd., 53
G. A. Harvey & Co. (London) Ltd., 4
Irving Air Chute of Gt. Britain Ltd., 53
Siebe, Gorman Ltd., 47

TRAINING COURSES
Metropolitan College, 46

TRAVEL
Skyways Coach/Air Ltd., 46

VENDING EQUIPMENT
Autobars Co. Ltd., 30-31
British Automatic Co. Ltd., 17
Ditchburn Vending Machines Ltd., 21
Fisher & Ludlow Ltd., 45
Gloster Equipment Ltd., 12
Machine Economy Ltd., 57
W. M. Still & Sons Ltd., 17
Vendepac Ltd., 49
Venders & Renters Ltd., 55

VISUAL AIDS
Visual Marketing Services Ltd., *inside front cover*

WELFARE FACILITIES
H. Peel Ltd., 54

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EQUIPMENT & SERVICES GUIDE

- ☐ Autobars Co. Ltd., 30-31
- ☐ Bartlett, G. F. E., & Sons Ltd., 40
- ☐ Bennett, H. G., & Co. (Gloves) Ltd., 52
- ☐ Briggs Industrial Footwear Ltd., 52
- ☐ British Automatic Co. Ltd., 37
- ☐ Calmic Ltd., 34
- ☐ Carlyle Air Conditioning and Refrigeration Ltd., 22
- ☐ Chance Bros. Ltd., 53
- ☐ Columbus-Dixon Ltd., 10
- ☐ Cullum, H. W., & Co. Ltd., *back cover*
- ☐ Dawson Bros. Ltd., 14
- ☐ Deb Chemical Proprietaries Ltd., 57
- ☐ Ditchburn Vending Machines Ltd., 21
- ☐ Fisher & Ludlow Ltd., 45
- ☐ General Electric Co. Ltd., 56
- ☐ Gloster Equipment Ltd., 12
- ☐ Gre-Solvent Co. Ltd., 56
- ☐ Harvey, G. A., & Co. (London) Ltd., 4
- ☐ Irving Air Chute of Gt. Britain Ltd., 53
- ☐ James Siebe Equipment Co. Ltd., 54
- ☐ Jeltek Ltd., 48
- ☐ Machine Economy Ltd., 57
- ☐ Metropolitan College, 46
- ☐ New Equipment Ltd., 55
- ☐ New Welbeck Ltd., 56
- ☐ Northide Ltd., 3 *and* 5
- ☐ Oostwoud Fabrieken, 50
- ☐ Phoenix Employment Agency Ltd., 8
- ☐ Peel, H., Ltd., 54
- ☐ Resco Machines Ltd., 19
- ☐ Revvi Ltd., 44
- ☐ Ross Group, 43
- ☐ Sankey, Joseph, & Sons Ltd., 51
- ☐ Siebe, Gorman Ltd., 47
- ☐ Simplamatic Machine Co. Ltd., 57
- ☐ Sketchley Overall Service Ltd., 16
- ☐ Skyways Coach/Air Ltd., 46
- ☐ Southalls (Birmingham) Ltd., 6
- ☐ Still, W. M., & Sons Ltd., 17
- ☐ Tan-Sad Chair Co. (1931) Ltd., 18
- ☐ Vendepac Ltd., 49
- ☐ Venders & Renters Ltd., 55
- ☐ Visual Marketing Services Ltd., *inside front cover*
- ☐ Wandsworth Electrical Manufacturing Co. Ltd., 20
- ☐ Wilkins & Denton Ltd., *inside back cover*
- ☐ Wimsol Ltd., 54
- ☐ Wood Harris & Co. Ltd., 42

6-61

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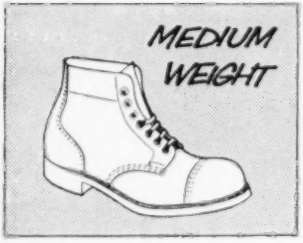

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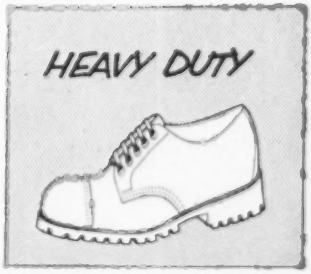
TOTECTORS



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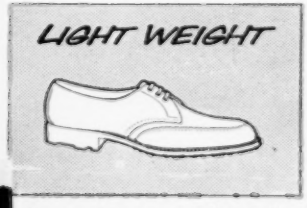

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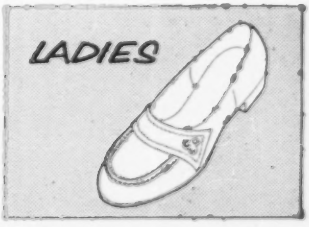

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Does Lord Lud still use the Club, Fortescue?

Indeed, Sir Henry. He is, at this moment, recumbent in his usual armchair—asleep.

I am glad to note, then, that he has conquered his infernal habit of snoring . . .

On the contrary, Sir Henry. It is *we* who have conquered his snoring! Cast your mind back to the last Committee Meeting . . . when I was largely instrumental in getting it agreed that Cullum instal their Acoustic Tiles in here . . .

Ah yes . . . Cullum, the tile people. I had already formed the impression this ceiling looked unusually appealing to the eye. And Gad . . . you mean Lud is snoring now?

Precisely, Sir Henry! But Cullum Acoustic Tiles *control* the sound. Cut down *unwanted* noise. Ensure that air of 'padded' peace and unruffled calm.

Steward! Two more doubles please . . . we must drink a toast to Cullum at once!

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